



Resources Committee

Minutes of the Resources Committee held on 20 February 2024 via MS Teams

Authority Members present	Grant Macrae (Chair) Alasdair Hay Caroline Stuart
Authority Member apologies	Tom Halpin
In attendance	<p>SPA Chris Brown, Deputy Chief Executive John McNellis, Head of Finance, Audit and Risk Scott Ross, Head of Change and Operational Scrutiny</p> <p>Deborah Christie, Governance Support Officer</p> <p>Police Scotland Lynn Brown, Head of Corporate Finance Patrick Brown, Head of Finance James Gray, Chief Financial Officer Andrew Hendry, Chief Digital Information Officer Colin Maciver, Head of Portfolio Delivery - Change Kerri Maciver, Head of Portfolio Management Iain McKie, Head of Strategic Procurement Supt Jonathan Miller ACC Emma Bond, Local Policing North & C3</p> <p>Scottish Government</p>

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	Michael Jackson Beatriz Sanchez HMICS Alan Wright
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1.1 WELCOME

Grant Macrae, Committee Chair welcomed everyone to the MS Teams meeting. ACC Bond was welcomed and it was explained she would seek to provide operational insight during discussions should Members have specific questions. Colleagues from HMICS and Scottish Government were also welcomed.

1.2 APOLOGIES

Apologies were noted from Committee member Tom Halpin.

1.3 DECLARATIONS OF INTEREST AND CONNECTIONS

There were no declarations of interest or connections.

1.4 DECISIONS ON TAKING BUSINESS IN PRIVATE (ITEMS 6 - 10)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee AGREED to consider items 6 - 10 on the agenda in private.

2.1 RESOURCES COMMITTEE MINUTE FROM MEETING HELD ON 19 DECEMBER 2023 FOR APPROVAL

Members AGREED the Minute from the Resources Committee held on held on 19 December 2023 was an accurate record of the meeting.

2.2 RESOURCES COMMITTEE ACTION LOG AND MATTERS ARISING

Members AGREED the Action Log and approved the proposed actions for closure.

2.3 DECISIONS SINCE LAST MEETING

No formal committee business was conducted between meetings however the Chair reminded attendees that members of this committee continue to meet with Police Scotland finance and operational colleagues to receive assurance that the impacts of mitigations now in place to deliver this years budget are having the desired impacts and progress is being seen at the required pace.

3.1 FINANCIAL MONITORING REPORT Q3 2023/24 – LYNN BROWN

Members considered the report which sought to provide the Committee with an update on the financial position of the SPA and Police Scotland for quarter three of the financial year 2023/24 and discuss the impact of mitigating actions on operational matters. The paper invites Members to approve a budget revision - £6.3m increase in the revenue budget for

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costs associated with initiatives/projects which are supported by the Scottish Government and confirmed with additional budget and associated grant in aid allocated to the Scottish Police Authority through the Spring Budget Revision (SBR). During discussion and in addition to the written report the following points were noted and discussed.

- A summary of the report was provided and it was explained close monitoring of the budget continued with regular monthly reporting to the Police Scotland Executive and SPA Resources Committee which seeks to provide assurance in respect of robust oversight of progress against delivery of the planned savings.
- The Committee discussed at length, the Q3 Financial Monitoring Report which reported that mitigating actions and savings continue to be robustly managed and delivered.
- Members were assured by the report which provided evidence that the mitigations put in place to reduce the overspend were having the desired impacts and confidence was increasing the savings would be delivered.
- In response to a question, it was confirmed that written confirmation of additional funding has not been received from Scottish Government however the Chief Financial Officer advised that SG have informally confirmed they are content with the forecast authorised overspend and it is his expectation the approach being taken will not draw any adverse comments from external auditors.
- Members sought assurance that any impacts on next year's budget resulting from steps taken this year would be mitigated where possible. The Chief Financial Officer explained that delivery of planned savings from VR/VER releases should reduce the staff wage bill and will allow pressure to be taken off the non-pay bill. He also highlighted that the 2024/25 budget award will allow the time to carry out important work to revise the operating model for policing.
- Members urged Police Scotland colleagues to continue the work at pace and ensure as many VR/VER releases were done as early in the financial year as possible to deliver as many full year savings as possible. It was noted that work continued to identify posts that could be released under the VR/VER Scheme and the target was to present them to the next National Voluntary Release Panel.
- Members of the Committee agreed that the effort made by all involved to reduce the projected deficit from the original £18.9m overspend which was projected was worthy of recognition however Members remain clear that lessons must be captured and reported to a future meeting.
- A question was asked regarding how changes may be experienced by members of the public and assurance was provided by ACC Bond that, through partnership working across the Criminal Justice Sector, Police Scotland would seek to explore innovative and new

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ways of working so that service delivery is protected. The ACC explained it is currently not believed there will be a significant impact from a public perspective and 999 calls will be prioritised. The Chair of the Policing Performance Committee welcomed the collaboration with CJS partners recognising the shared fiscal challenges would be a catalyst for change across all partners. He added that impacts on overall performance will be tracked in the short/medium and long term.

- The ACC highlighted that budget pressures were resulting in innovative ways of working and different ways of working being identified and this was being embraced by officers and staff.
- Members were taken though the proposal to revise the budget as explained in appendix B. It was noted that Scottish Government have agreed Spring Budget Revisions (SBR) of £6.3m to support Grant in Aid funded initiatives/projects. It was explained that as this funding has only recently confirmed it was not included as part of the original budget approved in March 2023.
- It was agreed that this past year has highlighted it is fundamental to forward plan and not to be in a position to react to such significant budget pressures mid-year. The Committee supported plans to ensure Change and Transformation is done with a focus on interdependencies across all areas of business and that avoidance of silo working will be a design principle of all projects/initiatives.

Members noted the report and appendices and specifically noted the impact of mitigating actions on operational matters (Appendix C)

Members Approved the proposed budget revision - £6.3m increase in the revenue budget for costs associated with initiatives and projects which are supported by the Scottish Government and confirmed with additional budget and associated grant in aid allocated to the Scottish Police Authority through the Spring Budget Revision (SBR) process (Appendix B).

4.1 TRANSFORMATIONAL BENEFITS TRACKER Q3 2023/24 – KERRI MACIVER

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 it was explained that due to the changes in governance arrangements, it is likely this will be the last iteration of this report format and a new format would be available in Q1 2024/25. Members heard that Police Scotland colleagues have been working with SPA staff to

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develop a refreshed report which would provide this committee with data in respect of oversight of change.

- It was explained this report provided updated figures based on 2 recent change requests and there were no other significant updates in the report. Validated financial benefits are likely to be reported to this committee around June.
- In response to a specific question about the data in the presented report, it was explained that the presented data provides a 3-year view that has been extracted from longer timelines of activity. It was agreed thought would be given to how both shorter and longer term tracking can be captured in any new reporting format.
- Members considered the report and explained that they were not able to take the necessary assurance from the data in its current format, specifically in respect of the link between benefits delivery and the reinvestment of those benefits in operational policing.
- The Head of Portfolio Management agreed that work was required to make the necessary connections across benefits and change reporting and join up the overall approach to reporting; further commenting this was not a new challenge the organisation was facing. Agreeing with Members observations and recognising the interdependencies across the entire organisation, the Head of Portfolio Management agreed work would continue with SPA colleagues to develop the refreshed reporting before it is considered by the Committee from Q1 2024/25.
- Members noted the current reporting template had been developed with committee input and agreed with the Chief Digital Information Officer to progress further developments off table to enhance the oversight of change and end to end delivery of benefits.

Members noted the report and agreed the following actions.

RES-20240220-001 Benefits Reporting: Work to continue to improve reporting as reflected in action RES-20231115-004, to be considered by the Committee as soon as possible. Reports to specifically provide an overview of benefits across the short and longer term.

RES-20240220-002 Benefits Reporting: As we move to a new format of reporting, a final report to be prepared in the current format showing the benefits delivered over the long term to date.

5.1 PROCUREMENT STANDING ORDERS REVIEW – IAIN MCKIE

Members considered the report which reported the changes to the Standing Orders Relating to Contracts. During discussion and in addition to the written report the following points were noted and discussed.

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- This is the last time this will require to be approved by the Board as one of the proposed amendments to the Standing Orders is to delegate that approval to this committee.
- Members considered a summary of the changes being proposed.
- There were no questions.

Members agreed to recommend to the Authority to approve the proposed changes to the approval route and the changes made to the Standing Orders Relating to Contracts.

5.2 POLICE SCOTLAND PROCUREMENT STRATEGY – IAIN MCKIE

Members considered the report which invited the Committee to note the proposal to extend the current Police Scotland Procurement Strategy 2021-23 for a period of up to a year. Members are invited to note the contents of the report and appendix and note the timeline for a refreshed Procurement Strategy. During discussion and in addition to the written report the following points were noted and discussed.

- The proposed changes were highlighted and it was explained this would bring the document up to date and aligned to all other relevant documents.
- A more rigorous strategy refresh will follow which will ensure organisational/corporate review work is considered and that it is aligned more clearly with the overall strategic direction of the organisation.

Members noted the minor amendments to the current Police Scotland Procurement Strategy as detailed in the report and to Note the extension of the Procurement Strategy for a period of up to one year.

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