



Resources Committee

Minutes of the Resources Committee held on 15 November 2023 via MS Teams

Authority Members present:	Grant Macrae (Chair) Tom Halpin Alasdair Hay Caroline Stuart Fiona McQueen Michelle Miller
Authority Member apologies:	Nil
In attendance:	SPA Chris Brown, Deputy Chief Executive John McNellis, Head of Finance, Audit and Risk Deborah Christie, Governance Support Officer Police Scotland Lynn Brown, Head of Corporate Finance Patrick Brown, Head of Finance Ch Supt Derek Frew, Partnerships, Prevention and Community Wellbeing James Gray, Chief Financial Officer Andrew Hendry, Chief Digital Information Officer Martin Low, Chief Operating Officer Kerri Maciver, Head of Portfolio Management Katy Miller, Director of People & Development Iain McKie, Head of Strategic Procurement

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	SPA Forensics Fiona Douglas, Director of Forensic Services HMICS Alan Wright
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1.1 WELCOME

Grant Macrae, Committee Chair welcomed everyone to the MS Teams meeting. The Chair welcomed Members of the People Committee who were in attendance to facilitate a joint Resources and People Committee consideration of the VR/VER Scheme for 2024/24.

1.2 APOLOGIES

No Member apologies were recorded and apologies were noted from DCO David Page and DCC Jane Connors.

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 - 10)

In accordance with paragraph 20 of the SPA Standing Orders, the Committee AGREED to consider items 5-10 on the agenda in private.

2.1 RESOURCES COMMITTEE MINUTE FROM MEETING HELD ON 8 AUGUST 2023 FOR APPROVAL

Members AGREED the Minute from the Resources Committee held on held on 8 August 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 closure of the one open action as proposed.

2.3 DECISIONS SINCE LAST MEETING

No committee business was conducted between meetings.

3.1 FINANCIAL MONITORING REPORT Q2 2023/24 – PATRICK BROWN

Members considered the report which sought to provide the Resources Committee with an update on the financial position of the SPA and Police Scotland for quarter two of the financial year 2023/24 and to Recommend to Members to approve a budget revision - £18.3m increase in the revenue budget for pay award uplift in line with additional funding available for 2023-24. During discussion and in addition to the written report the following points were noted and discussed.

- The Committee discussed at length, the Q2 Financial Monitoring Report and were informed that, while an overall balanced position in

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line with funding was being forecast, the significant effort required across the organisation to deliver efficiencies was not to be underestimated and significant risks remained in this regard. Members sought and received assurance these risks would be very closely tracked and managed.

- The effort to front load capital spend was recognised by the Committee and it was highlighted no further capital commitments would be made in year. Again, this overall capital budget position will be robustly managed across the remainder of the financial year.
- The Chair of the People Committee was impressed with the clear format of the reporting to Committee and asked for some understanding of what more would be required for the organisation to live within future budget allocations. Members agreed that this was an area of interest for the committee but that inputs from operational colleagues would be necessary to understand the full impacts of decision making.
- Members discussed and agreed that service redesign was required for the organisation and that this must be done at pace, to address future budget challenges more strategically and welcomed the assurance this was being planned. The Committee reinforced the importance of delivering policing going forward in an operationally and financially sustainable way.
- Members challenged the approach taken so far this year to manage headcount and expressed frustration the recruitment freeze had not been implemented sooner. The Chief Financial Officer explained the work of the Resource Prioritisation Group (RPG) and advised that the ambition was through this Group, a more strategic approach to managing headcount would be in place.
- Members asked for additional information in future reports to this committee of how the impacts of the savings plans were being assessed and considered as part of the financial monitoring and planning process. It was again highlighted by Members that insights and perspectives from operational colleagues would be required to be understand the full impacts of decision making.
- Commenting on the significant budget impacts from delayed property disposals, Members requested future reports to provide an understanding of the impacts from any deferred activity.
- The Director of People & Development provided Members with an assurance her team would continue to explore ways that impacts of any savings plans could be mitigated for the workforce and highlighted work was underway to explore how the organisation can maximise opportunities for those on modified duties.
- Members asked that consideration be given to understanding the impacts of not doing some training and how this may impact on those within the workforce who do have up to date training and may have to pick up work across fewer trained colleagues.

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- A budget revision was approved for the pay award uplift in line with additional funding for 2023-24.

Members Noted the Quarter 2 financial position at Appendix A and

Members Approved the budget revision - £18.3m increase in the revenue budget for pay award uplift in line with additional funding available for 2023-24.

Members agreed the following actions.

RES-20231115-001: Strategic Engagement Coordination Unit (SECU) to provide confirmation of which senior operational colleague/s will attend future committee meetings and additional budget monitoring meetings. This aims to provide Members with operational insight to support committee scrutiny and oversight of financial planning.

RES-20231115-002: Financial Monitoring Report: Future reports to include further focus on the impact assessment of savings plans.

RES-20231115-003: Financial Monitoring Report: Future reports to show the impact of deferred activity.

4.1 TRANSFORMATIONAL BENEFITS Q2 MONITORING REPORT – ANDREW HENDRY/KERRI MACIVER

Members considered the report which presented sought to provide the Resources Committee with 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 the report presented which highlighted that a 3-year reporting period has now replaced the 6-year reporting period used in previous reports. It was also explained that officer and staff efficiencies are now reported in hours and not FTE.
- Discussion focused on the changes to future reporting to ensure the data is available to allow oversight, by this Committee of a move to robust management of headcount across the organisation and for this to link to financial planning.
- Members requested clarity on what has been achieved, what has changed and where the saved hours have been used. It was clarified that, going forward, Members of this committee will be focused on evidence that the effort to transform policing has delivered an improved policing service for the people of Scotland.

Members noted the report and agreed the following action.

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RES-20231115-004: Refresh of benefits reporting required to clearly show how benefits are being monitored, recognised and realised in practice.

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

Approved

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