



SCOTTISH POLICE
AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Resources Committee

Minutes of the Resources Committee held on 17 June 2025 on Webex

Authority Members present	Pauline Howie (Chair) Alasdair Hay Angela Leitch
Authority Member apologies	Tom Halpin
In attendance	SPA John McNellis, Head of Finance, Audit & Risk Scott Ross, Head of Change & Operational Scrutiny Deborah Christie, Governance Support Officer Police Scotland Lynn Brown, Head of Corporate Finance Paul Colley, Head of CFO Portfolio Shared Services Brian Johnstone, Estates Business Intelligence and Compliance Lead Colin Maciver, Head of Portfolio Delivery – Change Breeda McCaffrey, Director of Transformation ACC Wendy Middleton, Criminal Justice Chris Perry, Chief Technology Officer DCC Bex Smith, DCC Transformation DCC Alan Speirs, DCC Professionalism & Enabling Services (public session only) Scottish Government Beatriz Sanchez

1.1 WELCOME

Pauline Howie, Committee Chair welcomed attendees from the Authority, Police Scotland and Scottish Government.

Breeda McCaffrey, who joined the Resources Committee for the first time since taking up the post of Police Scotland's Director of Transformation was welcomed.

1.2 APOLOGIES

Apologies were noted from Authority Member Tom Halpin.

Apologies were also noted from CFO James Gray and SPA Deputy Chief Executive, Chris Brown.

1.3 DECLARATIONS OF INTEREST 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 in private.

1.5 DECISIONS TAKEN SINCE LAST MEETING OF THE COMMITTEE

There was no formal business conducted since the last meeting of the Committee however the attendees noted Members recently took part in a Committee Development Day. This session was very worthwhile and discussions took place which will support the continuous improvement work of this committee.

2.1 RESOURCES COMMITTEE MINUTE FROM MEETING HELD ON 13 MARCH 2025 FOR APPROVAL

Members agreed the Minute from the Resources Committee held on held on 13 March 2025 was an accurate record of the meeting.

It was noted that this meeting was Chaired by Grant Macrae and before his tenure as an Authority member ended, he reviewed the draft and was content the minute was accurate.

2.2 RESOURCES COMMITTEE ACTION LOG AND MATTERS ARISING

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

3.1 2024/25 PROVISIONAL YEAR END OUTTURN – LYNN BROWN

Members considered the report which provided an update on the provisional 2024/25 financial outturn position of the SPA and Police Scotland. These figures are subject to finalisation and external audit. During discussion and in addition to the written report the following points were noted and discussed.

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- It was confirmed that the provisional 2024/25 outturn position for revenue, capital, and reform remain broadly in line with what has previously been reported.
- The work to deliver a break-even outturn for an exceptionally complex budget was commended. Members agreed the provisional position is testimony to the good work of Police Scotland's Finance Team and their effective partnerships with budget holders.
- Assurance was sought that the learning from the identified impacts of reductions to officer numbers was being considered in budget planning so that front-line services are protected. DCC Speirs confirmed the learning from the past year was informing the future planning.
- In response to a question about capital planning, assurance was given that there is a focus on aligning capital spend in the current and future years to strategic priorities for policing in Scotland. This is coordinated through the Capital Investment Taskforce Group and that group is chaired by DCC Smith demonstrating the importance of ensuring effective capital planning was understood across the organisation.
- The committee was assured that medium/long-term planning was being developed to better understand where use of capital budget can have the most effective impact on improving policing and keeping people safe.
- Members asked how the reporting of benefits is being used in the forward planning. It was explained that improved understanding of benefits was continuous improvement for the Force and it was agreed by all, that this was important. Members were encouraged to hear there is work being done to better understand benefits realisation and improve reporting so that this information can be used in forward planning and in explaining benefits to the workforce and stakeholders.
- DCC Bex Smith told the Committee the need to understand what our workforce will look like to deliver the 2030 vision is a priority area and the activity in that regard was progressing. The DCC assured Members she was confirmed the right plans and people are involved to deliver this and she anticipated to be able to present a substantive update on financial implications of the plans to deliver the 2030 Vision to this committee towards the end of the calendar year.
- Members welcomed the assurance that the forward planning work was progressing at pace and agreed that, given the proportion of overall budget spend is on staff and officers, this was a priority task for the organisation.
- The reported delays with progression of the Estates Masterplan were discussed and a question was asked about how the committee will be assured this work is also a priority area for the organisation.

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DCC Smith advised that a recently appointed person will lead on the redesign of the Police Scotland estate and it is anticipated there will be good progress seen in coming months. One example that was provided is Custody where conversations are underway to understand what the estate will look in the future like for this business area; and some of that information will inform the workforce planning. The DCC confirmed that estates planning was very much a priority area and remains at the forefront of planning activity.

Members noted the report.

3.2.1 FINANCIAL UPDATE – REVENUE (VERBAL) – LYNN BROWN

Members considered the verbal update. During discussion the following points were discussed.

- No areas of concern were highlighted.
- The key financial threats and opportunities remain as previously reported to the Committee in the budget approval paper.

Members noted the update.

3.2.2 FINANCIAL UPDATE – CAPITAL – LYNN BROWN

Members considered the report which provided an update on the capital financial position of the SPA and Police Scotland for period 1 of the financial year 2025-26. Members were invited to approve the 2025-26 budget revision outlined at Appendix B. During discussion and in addition to the written report the following points were noted and discussed.

- It was agreed that given the need for close tracking of capital spend, the Period 2 Financial Monitoring report would be shared with Members by correspondence when available.
- Members considered the budget virement to reduce Fleet's budget because of accelerated spend in 2024/25 and the decision to reallocate that reduction to the slippage figure within the overall capital budget.

Members noted the 2025-26 Capital update and approved the 2025-26 budget revision outlined at Appendix B. The following action was agreed.

Action RES-20250627-001: P2 Financial Monitoring Report to be shared with Members by correspondence when available and following internal governance.

4. 2024/25 YEAR END BENEFITS REPORT AND TRANSFORMATION HIGH LEVEL PLAN – DCC BEX SMITH/ BREEDA MCAFFERY

Members considered a slide deck titled 'Change – Quarterly Benefits Update'. A summary of the slides was provided and members considered a report which provided an update on the development of the Transformation Plan and associated work including benefits realisation being progressed to deliver Vision 2030. During discussion and in addition to the written report the following points were noted and discussed.

- Over the coming months, the priority will be to ensuring robust oversight of transformation and to develop the narrative to demonstrate how transformation activity links to the 2030 Vision: Safer Communities, Less Crime, Supported Victims and Thriving Workforce.
- Members considered an overview of the plans to develop the oversight of transformation and reporting of benefits which include early consideration of how projects will align to the overall organisational wide change activity. It was agreed that SPA and PS colleagues would work together to develop what is reported to the Authority and how this can be done in a way that does not create additional work for the project team where avoidable.
- The Director of Transformation explained that she shared the Committee view that ownership of projects was a key part of the management process.
- Another area of focus for the Director of Transformation is to improve the articulation of intangible benefits resulting from change because the workforce should understand how their work is improved because of the changes that have been made. Our workforce needs to feel the difference and the positive outcomes from transformational activity need to be effectively communicated so that the workforce thrives.
- The Committee is keen to consider evidence of how these improvements will be delivered and a timeline for delivery of changes that will improve the way that policing is delivered.
- The Committee requested a report on what steps have been taken to bring programmes back into line with anticipated timelines as per the approved business cases.

Members noted the report and agreed the following action.

Action RES-20250627-002: Additional information to be shared with Members to provide assurance that plans are in place and steps being taken to bring programmes back into line with anticipated timelines as per FBC.

Action RES-20250617-003: Discussion to take place with SPA and PS

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teams to review the current approach to writing business cases. The aim is to make improvements so that internal governance requirements are met but also what is then submitted to the RC allows Members to focus on strategic considerations.

The following items were taken in private.
End.

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