# Strategic Leadership Board - Discussion Summary

Monday 6 March 2023

## Board Members in Attendance

Sir Iain Livingstone Chief Constable (Chair)

Fiona Taylor, DCC Professionalism, Strategy and Engagement

David Page Deputy Chief Officer

Malcolm Graham DCC Local Policing

Jane Connors DCC Crime and Operational Support

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Mark Williams ACC Operational Support

Emma Bond ACC Local Policing North

Wendy Middleton ACC Criminal Justice

Alan Speirs ACC Professionalism & Assurance

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Tim Mairs ACC Local Policing East

Steve Johnson ACC Local Policing West

Katy Miller, Director of People and Development

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Chris Starrs Head of Corporate Communications

Duncan Campbell Chief Legal Officer

Andrew Hendry Chief Digital Information Officer

## Others In Attendance

Patrick Brown Head of Finance (Observer)

Lynn Brown, Head of Corporate Finance (Observer)

Paul Thornton Executive Account Manager, Corporate Communications

Jen Aird Supt, Strategic Engagement and Governance

David Sharp Supt Executive Support

Claire Hailstones Secretariat, Committee Services

## Apologies

David Duncan ACC Policing Together

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

The Chair welcomed all attendees to the meeting, held in the Court Room at the Scottish Police College.

## 1.2 Apologies

Apologies were given and representatives duly noted. The meeting was quorate.

## 2.1 Summary of Task and scene setting

DCO Page provided an update on the budget setting strategy, detailing the pressures and challenges faced. This included an update on the work and engagement ongoing to look at police staff numbers.

DCC Graham provided an update on police officer numbers and how the aim is to align our budget with the establishment and operating model. Members were provided with an overview of how the exercise has been undertaken including the assurance exercises and engagement plans.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with no decisions made since February meeting.

Decision/Action: Noted

### 2.3 Summary of Discussion

The summary of discussion was approved as a true and accurate reflection of the meeting held on 15 February 2022.

Decision/Action: Approved

## 3. Resource Prioritisation

3.1 **Move to Police Officer Operating Model and RPG Overview (Options and Risks)**

ACC Ritchie presented a report to members detailing the 16,600 target in Police Officer numbers and provided options on how this could be achieved, with option 3 being the preferred option.

There were significant discussions regarding establishment posts, permanent non-establishment posts and funded posts.

Options were presented to members in terms of where the reductions would come from, what the risks were and how this would be managed.

Each ACC, Director and Chief Officer provided an update on their business areas covering the above.

DECISION: No decision made on proposals discussed at meeting. Chief Constable will make final decision off table.

DECISION: Director Miller to take over co-chair of RPG(T) from CFO Gray.

## 3.1.2 Service Delivery Options

ACC Mairs presented a report detailing options as to how business areas could look for opportunities to reduce their establishment. This was approved by members and it was agreed that there would be a sub group to RPG(T) to take forward the work.

**DECISION: Report approved by members.**

**3.2 Supporting Organisational Change – Police Staff**

Director Miller presented a slide deck to members detailing the processes in place to support Police Staff reductions. This was approved by members.

**DECISION: Approved**

**3.3 Links to Change Programme – Medium Term**

CDIO Hendry provided an update on the Change Programme detailing benefits realisation, Target Operating Model prototypes and impact on possible establishment reduction of Police Officers in this area. This was noted by members.

**3.4 Stakeholder Engagement – Operational Context 2023/24 Budget**

Director McMahon presented a report detailing the engagement plans going forward. There were significant discussions on the method and timing of engagement particularly to the SPA Board. This was approved by members.

**DECISION: Approved**

**3.5 Communications**

Chris Starrs provided an update on the timeline and methods of communications. This was noted by members

## Future Meeting

The next meeting will take place 7 May in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.