# Strategic Leadership Board - Discussion Summary

**Wednesday 8 November 2023**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Fiona Taylor Deputy Chief Constable Designate

Malcolm Graham DCC Local Policing

Jane Connors DCC Crime and Operational Support

Alan Speirs T/DCC Professionalism, Strategy and Engagement

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Tim Mairs ACC Local Policing East

Emma Bond ACC Local Policing North

Steve Johnson ACC Local Policing West

Andy Freeburn ACC Organised Crime, CT and Intelligence

Gary Ritchie ACC Operational Support

Bex Smith ACC Major Crime, Public Protection and Local Crime

James Gray Chief Financial Officer

Tom McMahon Director of Strategy and Analysis

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

Andrew Hendry Chief Digital Information Officer

## Others In Attendance

Patrick Brown, Head of Finance

Stephen Dolan, Chief Superintendent, Divisional Commander

Cat Henderson, Chief Superintendent, Professional Standards (Representing T/ACC Houston)

Nicky Page, Deputy Director, People and Development (Representing Director Miller)

Briony Daye, Chief Inspector, Strategic Engagement and Governance

Lorna Watson, Chief Inspector, Executive Support (Observer)

Claire Hailstones, Secretariat, Committee Services

## Apologies

David Page Deputy Chief Officer

Stuart Houston, T/ACC Professionalism and Assurance

Faroque Hussain, T/ACC Partnerships, Prevention and Community Wellbeing

Katy Miller, Director of People and Development

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

Chief Constable Farrell welcomed all attendees to SLB, held in Graham Room at Tulliallan. She introduced the meeting and updated members on the recent meetings with Scottish Government regarding funding ahead of the formal Government budget announcement on 19 December.

## 1.2 Apologies

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

## 2 Minutes and Action Log

### 2.1 Review of Action Log

The action log was reviewed. Four actions remained open, following updates it was agreed that two were ongoing and two could be closed. Action log updated accordingly.

### 2.2 Decisions Since Last Meeting

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

Decision/Action: Noted

### 2.2.1 Policing our Communities Decision Table

DCCD Taylor and CFO Gray presented an updated spreadsheet with the list of decisions approved at SLB on 11 October. These had been escalated to SLB from RPG(S). These were individually discussed, and the following action updates provided.

**Decision 1 and 2 – VR/VER**

Deputy Director Page presented an action update, referencing work to establish a VR/VER programme for exits in April 2024 (Phase 1) followed by Phase 2.

**Update – Project team established and progressing work, including 2 VR/VER papers approved in private at the CFPB on 31 October. These will now be submitted to the SPA Resources Committee on 15 November and thereafter the SPA Board on 30 November. There will be ongoing consultation and dialogue with staff associations.**

During Phase 1, there will be a responsibility and onus on line managers to take ownership of the process and outcome of VR/VER to problem solve and create efficiencies regarding shape of organisation going forward. to ensure all challenge and threats managed and acknowledged.

**Owner – Director Miller.**

**Decision 3 – Staff Demand Reduction**

ACC Ritchie presented an action update, outlining background around staff demand reduction work. Given a reduction in staff members is required in FY24/25, the organisation requires to reduce workload and demand across the staffing footprint. All ACCs and Directors are undertaking a review to identify opportunities across the service to increase capacity and reduce demand for police staff.

**Update – This work is ongoing by all business areas and is directly linked to the VR/VER process.**

It was stated that the use of fixed term contracts and over establishment numbers should not be normal business and work ongoing to pull back from this. The reconciliation of establishment and Finance will be managed by Finance/Director of P&D.

**Owner – All DCCs/ACC/Directors**

**Decision 4 – Transformation/Reform – Fixed Term and Daily Rate Contractors**

**Decision 5 – Fixed Term Contactors (Revenue)**

DCCD Taylor presented an action update regarding the reform funded term contractors, day rate and fixed term contracts.

**Update – This is being reviewed in line with a review of how the Change function operates and there will be a pause in any decisions until w/c 13 November, where risk and impact will be revisited.**

**Owner – CDIO Hendry**

**Owner – Director Miller**

**Decision 6 – Non-Pay Reductions**

CFO Gray presented an action update on non-pay reductions, seeking to reduce the non-pay budgets.

**Update – This has been in place for 2 weeks and work continues to work with local areas to identify any problems. No negative impact reported to date.**

**Owner – DCCD Taylor and DCO Page**

**Decision 7 – Project Falcon/Rationalisation of the Estate**

CFO Gray presented an action update regarding the requirement to generate further savings from the estate, firstly being driven through Project Falcon and seeking to include all estate rationalisation under National Estates Strategy.

**Update – Work continues to build up a full picture of around 30 affected properties. This is important that the work under Project Falcon is integrated into the wider Estates Strategy and not progressed in isolation. The communications plan is ready and will be released once there is agreement on the number and details of the properties included.**

**Owner – DCO Page and CFO Gray**

**Decision 8 – Reduction to Reform Budget**

This has been completed and no further update provided.

**Decision 9 – Review of Temporary and Acting Ranks.**

ACC Ritchie presented an action update regarding review of temporary and acting ranks.

**Update – There has been a review and the number of temporary ranks will be reduced by 150 after the upcoming parade (23.11.23). A more rigorous process has been developed around acting and temporary ranks and this will be discussed at RPG(S) on 4 December. This is following a housekeeping exercise in the west which was part of the RPG Service Delivery Group work.**

**Owner – All DCCs/ACCs**

**Decision 10 – Non-recurring savings from prior year accruals**

CFO Gray presented an action update outlining non-recurring savings from prior year accruals. This includes accruals from Operation Allard and further potential savings on the accrual of re-rostered rest days from prior year.

**Update – Work continues in both areas.**

**Owner – CFO Gray**

**Decision 11 – Disposal of Anderston Police Station**

CFO Gray presented an action update regarding disposal of Anderston Police Station. This is vacant with a potential buyer identified subject to their planning permission being granted by Glasgow City Council.

**Update – There has been a delay in the sale with full planning permission due to be submitted w/c 13 November. It is unlikely to deliver any income in this financial year.**

**Owner – DCO Page**

**Decision 12 – Your Leadership Matters**

This has been completed and no further update provided.

**Owner – T/DCC Speirs**

**Decision 13 – Helicopter Operations**

This has been completed and no further update provided.

**Owner – DCC Connors**

**Decision 14 – Glasgow City Mortuary**

Patrick Brown presented an action update regarding Glasgow City Mortuary whereby we provide a grant each year to NHS Greater Glasgow and Clyde to support the running of the Mortuary at the Queen Margaret University Hospital.

**Update – This was an agreement with legacy Strathclyde Police and further legal advice is being sought.**

**Owner – DCO Page**

**Decision 15 – Reduce Probationer Intake**

T/DCC Speirs presented an action update regarding the probationer intakes.

**Update – Modelling is being carried out to review probationer intakes going forward in terms of timing and numbers.**

**Owner – T/DCC Speirs**

**Decision 16 – Develop a formal hybrid working policy**

Deputy Director Page presented an action update on the development of a formal hybrid working policy.

**Update – This has been identified as a priority policy and work is ongoing.**

**Owner – Director Miller**

### 2.3 Summary of Discussion

The summary of discussion was approved as a true and accurate reflection of the meeting held on 11 October 2023.

Decision/Action: Approved

### Portfolio Areas

### DCO Corporate Support

### 3.1 Management Board Update

CFO Gray presented a report from the Corporate Management and People Board which met on 23 October highlighting significant areas of portfolio business including non-committed capital/revenue and officers and staff backdated pay. This was noted by members.

DCC Graham presented an update on the Corporate Finance and People Board meeting which met on 31 October highlighting areas of business including our communications on budget proposals to SPA, People Data and ongoing trends/increase in absence, duty modifications and TOIL, and VE/VER processes.

**ACTION: It was agreed that 2 areas of the discussion require to be remitted to ORM on 13 November for further executive awareness ahead of the SPA Resources Committee and SPA Board. Therefore, the following papers will be submitted to ORM on Monday 13 November;**

1. **Financial Planning**
2. **VE/VER processes and terms**

### 3.2 People Strategy/Strategic Workforce Plan/Dashboards

Deputy Director Page presented the People Strategy and Strategic Workforce Plan. This included implementation plans and dashboards. These have been consulted at different forums across the organisation.

**DECISION: Approved for onward transmission to extra-ordinary People Committee on 14 November and SPA Board on 30 November.**

### 3.3 Financial Planning

CFO Gray presented a report detailing our financial modelling work over the next 3 to 5 years. It set out assumptions that have been made in relation to developing a proposition for Scottish Government with regards to Police Funding for 24/25 and beyond.

**DECISION: Approved for onwards transmission to SPA Resources Committee on 15 November and SPA Board on 30 November.**

**DCC Crime and Operational Support**

### DCC Crime and Operational Support

### 4.1 Management Board Update

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 23 October. This included updates on Clutha Anniversary and introduction of MAPPS. This update was noted by members. CC requested a separate briefing on the introduction of MAPPS.

### 5 DCC Local Policing

### 5.1 Management Board Update

DCC Graham presented a report from the Local Policing Management Board which met on 25 October. This included updates on the Criminal Justice Improvement Plan, Short Term Lets and C3 demand. It was noted that further papers were to be presented at December SLB on these items.

### 5.2 Local Policing Service Delivery Review

ACC Mairs presented a report providing an update on the work to date. This included discussions around restructure of policing based on a flat cash settlement basis. The initial products will be available for briefing on 05.12.23 and thereafter at the Service Design Forum.

**DECISION: Approved for onward transmission to SPA Policing Performance Committee in December.**

### 6 DCC Professionalism, Strategy and Engagement

### 6.1 Management Board Update

T/DCC Speirs presented a report from the Professionalism, Strategy and Engagement Management Board which met on 24 October. This included updates on firearms licensing review, training and PSD demand. This was noted by members.

**ACTION: Chief Constable and T/DCC Speirs to meet off table to discuss systems and processes in place for Firearms.**

### 6.2 Policing Together Biannual Report

ACC Duncan presented a report which provided an update on various strands of Policing Together activity being undertaken by Police Scotland in the last 6 months. This was approved by members.

**DECISION: Approved for onward transmission to SPA People Committee on 27 November.**

### 7. Papers Approved for Submission to SPA

Item 3.2 – People Strategy/SWP – Extra ordinary People Committee on 14 November, then SPA Board on 30 November.

Item 3.3 – Financial Planning – SPA Resources Committee on 15 November, then SPA Board on 30 November.

Item 5.2 – LPSDR – SPA Policing Performance Committee on 6 December.

Item 6.2 – Biannual Policing Together Report – SPA People Committee on 27 November.

### 8. AOCB

Nil

### 9. Review of Actions

Item 3.1 – Papers for ORM

Item 4.1 – Briefing on MAPPs, DCC Connors/ACC Smith/Chief Constable

Item 6.1 – Briefing with T/DCC Speirs/Chief Constable regarding firearms.

## Future Meeting

The next meeting will take place on 13 December in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.