# Strategic Leadership Board - Discussion Summary

**Wednesday 24 July 2024**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Jane Connors DCC Local Policing

Bex Smith DCC Crime

Alan Speirs DCC Professionalism, Strategy and Engagement

Steve Johnson ACC Major Crime, Public Protection and Local Crime

Mark Sutherland ACC Local Policing west

Gary Ritchie ACC Operational Support

Wendy Middleton ACC Criminal Justice

Emma Bond ACC Local Policing North

Tim Mairs ACC Local Policing East

Andy Freeburn ACC Organised Crime, CT and Intelligence

Cat Paton ACC Policing Together

Andrew Hendry Chief Digital Information Officer

James Gray Chief Financial Officer

Katy Miller, Director of People and Development

## Others In Attendance

Superintendent, Rep for Divisional Commander

Enterprise Risk Manager – Presenting Item 4.2

Head of Finance – Presenting Item 6.3 and 6.4

Head of Service Design – Presenting Item 7.1

Legal Services Manager – Rep for Chief Legal Officer

Head of News and Accounts Management – Rep for Head of Corporate Comms

Chief Superintendent, Policing in a Digital World – Presenting Item 7.1

Head of Communications Project - Presenting Item 7.1

Inspector, Op Evolve - Presenting Item 7.1

Inspector, Op Evolve - Presenting Item 7.1

Chief Superintendent, Local Policing Design Programme - Presenting Item 7.1

Chief Superintendent, C3 – Presenting Item 7.1

Superintendent, Strategic Engagement and Governance

Secretariat, Committee Services

## Apologies

Duncan Campbell Chief Legal Officer

Stuart Houston, ACC Professionalism and Assurance

Tom McMahon Director of Strategy and Analysis

Chris Starrs Head of Corporate Communications

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

CC Farrell welcomed all attendees to SLB, held in Lothian Room at Fettes. The Chief started the meeting stating that the Executive need to drive forward change focusing on a 3, 5 and 10-year plan for Police Scotland.

## 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

There are no open actions for SLB level.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and no decisions since the June SLB 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 12 June 2024.

Decision/Action: Approved

### Primary Boards

**3.1 Corporate Finance and People Board**

DCC Connors presented a report on the Corporate Finance Board, held on the 2 July, providing updates on ongoing work in Estates with Forfar Police Station requiring urgent action owing to significant damage to the roof during Storm Babet with only 40% of the station fit for purpose and plans in place for staff accommodation going forward. The update was noted by members.

**3.2 Change Board**

DCC Connors presented a report on the Change Board, held on 2 July, updating on the new Portfolio Change Pack with reduced number of slides and DESC now live in C Division with Fife to follow. This was noted by members.

**3.3 People Board**

DCC Speirs presented a report on the People Board that was held on 8 July with full members including Staff Associations and Unions. Highlights included an update on modified duties and flexible and hybrid working.

ACTION: Director Miller to produce a paper to SLB on hybrid working.

Discussions regarding the current policy for filling posts on a temporary or acting basis.

ACTION: Director Miller to review policy on acting up and temporary posts.

Discussion on PNE posts (permanent non-established posts) as there was a request 18 months ago for all departments to reduce PNE posts, however 167 PNE and 99 external posts remain in structure. This was noted by members.

ACTION: DCC Speirs to bring a paper to SLB looking at secondments, permanent and non-established posts with options and solutions.

### Portfolio Areas

## DCC People and Professionalism

## 4.1 Management Board Update

DCC Speirs provided a verbal update from the Management Board on 22 July. He highlighted low intake on the EDI Training, policy decision to be taken around vetting, training on PECSS Bill and staff survey uptake. This was noted by members.

## 4.2 Quarterly Risk Review

Sara MacKenzie presented Strategic Risk report which will be brought to SLB quarterly to provide members with an update and an opportunity to review. This report will be submitted to SPA ARAC in August. This was noted by members.

## 4.3 IRG Closure Report

ACC Paton presented the closure report and provided our response to the Policing Together Independent Review Group Final Report. The IRG was intended to operate for 18 months, however timescales increased with significant developments around creating an anti-racist and anti-discriminatory police service. An oversight group has been set up which will have an internal audit carried out shortly by BDO. The IRG identified seven proxy themes which informed evidence gathering - Governance and oversight; dealing with complaints and grievances; policies and practice; LTD; Vetting; role of middle management and recruitment, retention and promotion.

ACTION: IRG Closure report and our aim to be an anti-discriminatory organisation to be presented and discussed at next JNCC 5 September.

DECISION: Approved for onward transmission to SPA Policing Together Oversight Group.

## DCC Crime

## 5.1 Management Board Update

DCC Smith provided a verbal update, as the Crime Board does not meet until 25 July 2024. There were discussions on the review of the crime structure, whether it will be national, local or a mix and on future training for CID staff. This was noted by members.

**DCC Local Policing**

**6.1 Local Policing Management Board Update**

DCC Connors presented a report from the Local Policing Management Board which met on 26 June 2024 and a verbal update from the meeting that was held on 18 July 2024. This was noted by members.

**6.2 Corporate Management Board Update**

DCC Connors provided a verbal update for the Corporate Management Board which met on 18 July. This was noted by members.

**6.3 Financial Monitoring**

**6.4 Revenue Investment Group Outcomes**

The Financial Monitoring Report and RIG Outcome papers were taken together and were presented by CFO James Gray and Patrick Brown for members to note.

Revenue year-to-date position against budget shows an underspend of £2.1m due to vacancies following VR/VER. There have been 3 Revenue Investment Group meetings and £10m of bids submitted have been approved. Discussion generated on how to spend the underspend.

Capital Investment Group will be Chaired by DCC Connors on Monday and a decision regarding spend allocations will be reflected in the Q1 report.

Capital year-to-date spend is under budget by £1.4m mainly due to Digital, Fleet, Estates and driven by supplier issues. Reform very similar with 21.3% not approved through governance. Both reports noted by members.

**6.5 C3 Workforce mix**

ACC Bond presented a paper seeking decision on option 3 to enable 20 Sergeants and 50 Constables posts to be released from C3 and replaced with 20 Team Leader and 50 Controller Posts. The benefits would rebalance the workforce mix to 70/30 (currently 48/42) and reduce dependency on officer overtime.

ACTION: Finance and C3 to discuss overtime budget policy position as this is a critical post staff and to reduce reliance on overtime.

DECISION: Option 3 Approved

**6.6 CNC Collaboration**

ACC Ritchie presented the report for decision and it was taken as read and members approved.

DECISION: Approved for onward transmission to SPA Board.

**7.1 Business Planning and Target Operating Model**

DCC Connors, supported by Jacque Smith and the OP Evolve Team, gave a presentation to members on Business Planning and the Target Operating Model. A poll was used for members to give their option on set questions and these generated some discussion. The Target Operating Model for Police Scotland will be ready in October and then a high-level presentation will be given to the SPA. This was noted by members.

### 8. Papers Approved for Submission to SPA

Item 4.3 - IRG Closure Report – To be submitted to SPA Policing Together Oversight Group

Item 6.6 - CNC Collaboration – To be submitted to SPA Board

### 9. AOCB

Nil

### 10. Review of Actions

Item 3.3 ACTION: Director Miller to produce a paper to SLB on hybrid working.

Item 3.3 ACTION: Director Miller to review policy on acting up and temporary posts.

Item 3.3 ACTION: DCC Speirs to bring a paper to SLB looking at secondments, permanent and non-established posts with options and solutions.

Item 4.4 ACTION: IRG Closure report and our aim to be an anti-discriminatory organisation to be presented and discussed at next JNCC 5 September.

Item 6.5 ACTION: Finance and C3 to discuss overtime budget policy position as this is a critical post staff and to reduce reliance on overtime.

## 11. Future Meeting

The next meeting will take place on Wednesday 11 September at 0900.

The Chair closed the meeting and thanked members for their input.