# Strategic Leadership Board - Discussion Summary

Tuesday 15 August 2023

## Board Members in Attendance

Fiona Taylor Deputy Chief Constable Designate (Chair)

Jane Connors DCC Crime and Operational Support

David Page Deputy Chief Officer

Malcolm Graham DCC Local Policing

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Tim Mairs ACC Local Policing East

Andy Freeburn ACC Organised Crime, CT and Intelligence

Mark Williams ACC Operational Support

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Emma Bond ACC Local Policing North

Faroque Hussain T/ACC Partnerships, Prevention and Community Wellbeing

Stuart Houston, T/ACC Professionalism and Assurance

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Chris Starrs Head of Corporate Communications

Duncan Campbell Chief Legal Officer

Katy Miller, Director of People and Development

Andrew Hendry Chief Digital Information Officer

## Others In Attendance

Jo Farrell Chief Constable (Observer)

Cat Henderson Chief Superintendent, Professional Standard (Representing T/DCC Speirs)

Jen Cassells, National Sustainability Lead (Presenting Item 5.5)

Yvonne Johnston, Estates Lead (Presenting Item 5.8 and 5.9)

Jen Aird Supt, Strategic Engagement and Governance

Lisa Riddet-Walls, P&D Governance Manager (Observer)

Claire Hailstones, Secretariat, Committee Services

## Apologies

Alan Speirs T/DCC Professionalism, Strategy and Engagement

Steve Johnson ACC Local Policing West

Bex Smith ACC Major Crime, Public Protection and Local Crime

## 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 Minutes and Action Log

### 2.1 Review of Action Log

The action log was reviewed, with one action proposed for closure.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with no decisions made since July 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 July 2023.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

An update was provided by ACC Ritchie regarding significant operational incidents from the previous 24 hours.

Decision/Action: Noted

### 4. Force Primary Boards

### 4.1 Strategic Organisational Performance Board

DCC Taylor provided an update on the Strategic Organisational Performance Board which met on Monday 14 August, highlighting significant areas of discussion including the Q1 Performance Report, media releases and the audit tracker and recommendations. This was noted by members.

### 4.2 Corporate Finance and People Board

DCO Page provided an update from the Corporate Finance and People Board which met on 1 August, highlighting significant areas of discussion including the draft Budget Strategy 24/25, Capital Strategy, Procurement Annual Report, Contract Awards, and Scheme of Financial Delegation. This was noted by members.

### 4.3 Change Board

DCO Page provided an update from the Change Board which met on 1 August, highlighting significant areas of discussions including updates on projects including Body Worn Video, Core Operational Solutions and Target Operating Models. This was noted by members.

### 4.4 Operational Delivery Board

DCC Connors presented a report from the Operational Delivery Board which met on 25 July, highlighting significant areas of discussion which included work on detection rates to examine the data behind the figures and the National review of Tasking and Co-ordination. This was noted by members.

ACTION: Paper to be submitted to September SLB for onward transmission to SPA Policing Performance Committee in December with regards to use of data in historical rape reporting aligning it to the Violence against Women and Girls Strategy.

### 4.5 Resource Prioritisation Group

DCO Page and DCC Graham presented a report from the Extra Ordinary Resource Prioritisation Group (Strategic) which met on 31 July. The update covered the high-level challenges and risks identified by each of the command areas and an update on the decisions, actions and outcomes that were generated at the meeting. Further action updates will be provided to the next meeting due to take place on the 4 September. This was noted by members.

**4.6 CONTEST Board**

DCC Connors provided an update from the CONTEST Board which met on 8 August. This included an update on the major threats and the areas of partnership collaboration. This was noted by members.

### Portfolio Areas

### 5. DCC Corporate Support

**5.1 Management Board Update**

DCO Page presented a report from the Corporate Management and People Board which met on 24 July highlighting significant areas of portfolio business. This was noted by members.

**5.2 People and Development Update**

Director Miller presented a report covering the key areas of activities within P&D. This included an update on the timeline for the People Strategy and Strategic Workforce Plan for submission to SLB and SPA. This was noted by members.

**5.3 Q1 Workforce MI Report**

Director Miller presented a report, providing an update on the workforce information at the end of Q1 2023/24. Key findings included officer numbers, workforce proportion, leavers, and turnover rates. This was approved by members for progression to the SPA People Committee.

DECISION: Report approved for progression to SPA People Committee on 29 August.

**5.4 Recruitment and Protected Characteristics Impact**

Director Miller presented a report that provided analysis of data around recruitment and protected characteristics impact throughout the recruitment process. This generated discussion, particularly around the relaunch of the recruitment campaigns.

ACTION: A paper is to be brought back to SLB in due course regarding potential impact of characteristics on recruitment in terms of quality and diversity of applicants.

DECISION: Report approved for progression to SPA People Committee on 29 August.

**5.5 Adaptation Strategy**

CFO Gray and Jen Cassells presented a report to provide members with an update on the delivery of the Adaptation Strategy for Police Scotland. This included an overview of the strategic outcomes, adaptation interventions and timelines. The report detailed the risk management and business continuity arrangements needed in respect of climate change. The plan has been benchmarked with Adaptation Scotland (part of Scottish Government) and noted as best practice. The plan will be submitted to Scottish Government in due course subject to final quality assurance and sign off by the Force Executive.

DECISION: Members approved the strategy.

**5.6 Estates Improvement Programme Update**

CFO Gray presented a report to provide members with an update on the activity underway to build an Estates Improvement Programme. The plan seeks to address areas that have been identified as needing improvement over the next 18 months. It was acknowledged that there has been a lack of management data which would be useful to inform processes and decision making. It was agreed that updates will be provided to SLB on a quarterly basis. This was noted by members.

**5.7 Q1 Financial Forecast Update**

CFO Gray presented a report to provide an update on the financial update for Quarter one of the financial year 2023/24. This report outlines significant pressures that have emerged and the impact if no corrective action is taken. The key areas of risk in terms of budget deliverability are police staff pay, officer and staff overtime, pension costs and sustainability targets around efficient use of utilities. Members discussed priority short time actions to mitigate the overspend and balance the budget. It was noted that a monthly report will be prepared for the chair of the SPA Resources Committee.

DECISION: Members approved the contents of the report.

**5.8 Project Eagle – Separation of Projects**

CFO Gray and Yvonne Johnston presented a report seeking approval for the current projects sitting under Project Eagle remit to be separated into 3 distinct areas of works. These are in relation to police premises at Fettes, Tulliallan and Jackton related to modernisation, expansion and/or the reprovisioning of facilities into alternative premises. Any review of training provision will be brought together with the National Review of Training which is underway. The proposal was approved by members and supported by Legal Services. Quarterly updates will be submitted to SLB.

DECISION: Proposal approved by members to separate the projects.

**5.9 Project Falcon – Streamlining the Estate**

CFO Gray and Yvonne Johnston presented a report seeking to act on the possible opportunities for consolidating the police estate with several building closures over the next two years, looking at 27 different projects. The proposal was approved by members and supported by Legal Services. It was agreed that oversight and governance would be provided by DCC Graham and DCO Page as co-chairs through Policing our Communities Programme.

DECISION: Proposal approved by members.

### 6. DCC Local Policing

**6.1 Management Board Update**

DCC Graham presented a report from the Local Policing Management Board which met on 26 July highlighting areas of portfolio business including Call Handling, with an update being brought to September SLB, the NHS Memo of Understanding and the ongoing work within the Criminal Justice Programme. This update was noted by members.

**6.2 Public Confidence and User Experience**

ACC Bond presented a report providing an overview on public confidence (Your Police public feedback), user experience with policing and the factors affecting trust in the service. This was discussed at the Strategic Organisational Performance Board on 15 August and had also been discussed at the Divisional Commanders Forum.

This was noted by members.

**6.3 PSYV Update**

ACC Bond presented the end of year 2022-23 report to members. This highlighted the good work and achievements of the programme over the last year. An options paper is being developed which will look at future direction of the programme. The end of year report will be submitted to the SPA People Committee on 29 August. This was noted by members.

**6.4 NHS – National Systems Support – Memo of Understanding**

ACC Ritchie presented a report to members to provide an update on the development of a MOU between Police Scotland NHS National Systems support, seeking members agreement for signature. It has been agreed that both organisations share similar purposes; improving the wellbeing of people; strengthening opportunities for joint working, and in particular looking at data insights on mental health, innovation and using data and digital development. The proposal was approved by members.

DECISION: Proposal approved by members.

### 7. DCC Crime and Operational Support

**7.1 Management Board Update**

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 25 July. Members discussed work being undertaken on overtime spend and the processes put in place to manage this. This update was noted by members.

**7.2 Air Support Strategy**

ACC Williams presented a report on the Air Support strategy and implementation plan. An Air Support Strategy had been developed following research and engagement and designed to meet the needs of the service. The Strategy evaluated the current provision and helicopter contract. Thanks were given to the Strategy and Innovation team for the depth and detail achieved within the strategy and plan. Members approved the Strategy and Implementation plan.

**DECISION: Strategy and implementation plan approved and to be submitted to SPA Policing Performance Committee.**

### DCC Professionalism, Strategy and Engagement

# 8.DCC Professionalism, Strategy and Engagement

**8.1 Management Board Update**

DCC Taylor presented a report from the Professionalism, Strategy and Engagement Management Board which met on 25 July. This update was noted by members.

**8.2 Public Inquiries Update**

CS Henderson presented an update on the ongoing public inquiries, including timescales for further hearings. This was noted by members.

**8.3 Policing Together Update**

ACC Duncan presented a report which provided an update (standing agenda item) on various strands of Policing Together activity being undertaken by Police Scotland. This included the work of the Policing Together Tactical Group; the work being undertaken to deconflict the EDI and Policing Together Strategy implementation plan and the group that has been established to develop and implement a cultural calendar. This was noted by members.

**8.4 Bi Annual Leadership Development Update**

Director Miller presented a report to update members on the progress on the delivery of the Leadership and Talent development interventions from January to the end of June 2023. This included updates on the MyCareer, Your Leadership Matters, People Manager Development Programme and Police Leadership Development Programme. This was approved for onward transmission to SPA People Committee on 29 August.

DECISION: Report approved for onward transmission to SPA People Committee.

**8.5 Q1 Health and Wellbeing Report 2023/24**

Director Miller presented a report to members to provide an update on the review of the Health and Wellbeing Programme and on the wellbeing activity within Q1 of 2023/24. The next steps of the programme will include development of dashboard reporting and accessibility of the support we offer. Members approved the report for onwards transmission to SPA People Committee on 29 August.

DECISION: Report approved for onward transmission to SPA People Committee.

### 9. Papers Approved for Submission to SPA

Item 4.4 – Paper to Policing Performance Committee in December

Item 5.3 – Paper to People Committee on 29 August

Item 5.4 – Paper to People Committee on 29 August

Item 6.3 – Paper to People Committee on 29 August

Item 7.2 – Paper to Policing Performance Committee in September

Item 8.4 – Paper to People Committee on 29 August

Item 8.5 – Paper to People Committee on 29 August

### 10. AOCB

DCC Taylor highlighted that this was ACC Mark Williams final SLB meeting as he leaves to take up a new post within NPCC. She thanked him for his efforts and wished him well for the future.

### 11. Review of Actions

Item 4.4

Item 5.4

## Future Meeting

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