# Strategic Leadership Board - Discussion Summary

**Wednesday 6 March 2024**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Malcolm Graham DCC Local Policing

Jane Connors DCC Crime and Operational Support

Alan Speirs T/DCC Professionalism, Strategy and Engagement

Steve Johnson ACC Local Policing West

Gary Ritchie ACC Operational Support

Wendy Middleton ACC Criminal Justice

Tim Mairs ACC Local Policing East

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

James Gray Chief Financial Officer

Tom McMahon Director of Strategy and Analysis

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

## Others In Attendance

Graeme Mackie, Chief Superintendent, Divisional Commander

Patrick Brown, Head of Finance

Strategy Manager, (Presenting Item 5.2)

Principal Analyst (Presenting Item 5.3)

Lynn Brown, Head of Corporate Finance (Presenting Item 6.2)

Budgeting Specialist, (Presenting Item 5.2)

Superintendent, Strategic Engagement and Governance

Chief Inspector, Executive Support (Observer)

Secretariat, Committee Services

## Apologies

David Page Deputy Chief Officer

Vacant ACC Policing Together

Emma Bond ACC Local Policing North

Stuart Houston, T/ACC Professionalism and Assurance

Katy Miller, Director of People and Development

Andrew Hendry Chief Digital Information Officer

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

Chief Constable Farrell welcomed all attendees to SLB, held in Court Room at Tulliallan.

## 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. Two actions remained open, following updates it was agreed that six could be closed. Action log updated accordingly.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and one decision was made at SLB level (relative to Operation Everwhich) since the 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 6 February 2024.

Decision/Action: Approved

### Primary Boards

### 3.1 Corporate Finance and People Board

DCC Connors presented a report on the Corporate Finance and People Board which was held on the 27 February, specifically briefing members on the following items: P10 Financial Monitoring Report, Contract Awards approved and updates on the National Estates Programme. The update was noted by members.

### 3.2 Health and Safety Board

T/DCC Speirs presented a report on the Health and Safety Board which was held on 9 February, highlighting the following items: Fire Awareness training, H&S risks and the rollout of trauma training in the North. This was noted by members.

### 3.3 Change Board

DCC Connors presented a report on the Change Board which was held on 27 February, highlighting the benefits of Core Operational Solutions application. It was agreed that an update on these benefits should be brought to a future COT meeting to ensure that the Force Executive have full visibility. This was noted by members.

ACTION: COS Benefits to be brought to future COT.

ACTION: Chris Starrs to consider how COS benefits will be incorporated into speaker notes for Chief Constable for SPA Board.

## 3.4 Operational Delivery Board

DCC Connors presented a report on the Operational Delivery Board which was held on 12 February, highlighting the following items: New Tasking Coordination Group, update on the partnership activities, county lines and shoplifting.

ACTION: Programme of work around Days of Action / Intensification days to be pulled into a calendar (linking into NPCC).

### Portfolio Areas

### DCC Local Policing

**4.1 Management Board Update**

DCC Graham presented a report from the Local Policing Management Board which met on 26 February, highlighting items including Legislative Change, Joint Review of Diversion from Prosecution, Proportionate Response to Crime, and CJ Case Backlogs.

The Legislative Change paper was discussed at LMPB and approved for onward transmission to SPA Resources Committee. This details the next steps and looks at the processes for new legislative and the impact assessment and also the retrospective ask and the costs associated with the changes.

ACTION: Chief Constable requested a paper on the costs and impact of legislation .

The Proportionate Response to Crime will be reported to the SPA Policing Performance Committee on 12 March with agreed comms in place. It will be decided after the Policing Performance Committee which SPA Board it will be submitted to.

### DCC Professionalism, Strategy and Engagement

### 5.1 Management Board Update

T/DCC Speirs presented a report from the Professionalism, Strategy and Engagement Management Board which met on 21 February, highlighting items including: Professional and Assurance, LTD, Operation Tarn and Strategy and Analysis. This was noted by members.

### 5.2 Annual Police Plan

Director McMahon presented a report seeking approval of the Annual Police Plan for onwards transmission to the SPA Policing Performance Committee (Private session) then SPA Board on 21 March.

The plan outlines the commitments, objectives and intentions for the next 12 months, linking to the performance framework.

Clare Noblett provided an update on the engagement activities that have taken place as part of the development of the plan, including letters to stakeholders and monitoring of your police survey for public confidence levels.

Members were asked to carry out a final review of the document and provide feedback.

DECISION: Members approved the report for onward submission to SPA Policing Performance Committee and SPA Board.

### 5.3 Performance Framework

Director McMahon presented a report seeking approval of the Performance Framework for onwards transmission to the SPA Policing Performance Committee (private). The framework details a number of commitments around public reporting including the use of hard data and presentation in dashboard format.

Tina MacLucas provided an update on the engagement with stakeholders including SPA, Force Executive, Strategic Leads, ASPS, HMICS and drop-in sessions.

There were further discussions about data quality and data hygiene and the work being undertaken in the Chief Data Officer area with regards to this work.

DECISION: Members approved the report for onward submission to SPA Policing Performance Committee.

ACTION: Chief Data Officer (Denis Hamill) to be invited to a future SLB to provide an update on the work being undertaken around robotics and data automation.

### DCO Corporate Support

### 6.1 Management Board Update

There was no management board during February. Items will be covered further in the agenda.

### 6.2 2024/25 Budget Update

CFO Gray, Patrick Brown and Lynn Brown presented the 24/25 budget and schedule of rates to members seeking approval for onward transmission to the SPA Resources Committee and SPA Board.

It was noted that within Q1, the budget will be revised due to the spend on VR/VER and the non-recurring savings made by employer contributions to pension will be used for VR/VER scheme. There is no provision within the budget for legislation changes or large events eg Interpol event which is expected to be fully cost recovered.

The capital budget and reform budget options have undergone scrutiny through the Capital Investment Group.

There were discussions around 16,600 officers and how this will evolve throughout the year and how the overtime budget will be managed with allocations across the ACCs areas to be considered. This will be presented to management board with options.

DECISION: 24/25 Budget and Schedule of Rates approved for onward transmission to SPA Resources Committee.

### 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 21 February. Updates were provided on CBRN Positional updates, Command Resilience and on call, Pursuit Vehicle tracking and Facial Recognition and Facial Search usage. This was noted by members.

### 9. Papers Approved for Submission to SPA

Nil

### 10. AOCB

ACC Johnson raised two current promotion processes (Chief Supt and Inspector). Specific to the Inspector programme, output data pinpoints a low success rate which will impact on succession planning within Local Policing divisions. This is currently being looked into by Director Miller.

### 11. Review of Actions

Item 3.3 COS Benefits to be brought to future COT – Owner CDIO Hendry.

Item 3.3 Chris Starrs to consider how COS benefits will be incorporated into speaker notes for Chief Constable for SPA Board – Owner Chris Starrs.

Item 3.4Programme of work around Days of Action / Intensification days to be pulled into a calendar (linking into NPCC).–Owner DCC Connors.

Item 4.1 Chief Constable requested a paper on the costs and impact of legislation for inclusion in her pre-brief for the tripartite meeting with Cabinet Secretary.– Owner Supt Aird.

Item 5.3 Chief Data Officer (Denis Hamill) to be invited to a future SLB to provide an update on the work being undertaken around robotics and data automation – Owner Committee Services.

Item 6.4 Report to be brought back to COT/SLB on flexible working – Owner DCC Connors.

Item 7.2 ACC Duncan to progress the development of a Victim Contact policy from the national guidance currently available. Owner ACC Duncan.

Item 7.4 HMICS (Mark Hargreaves) to be made aware of the work before the board announcement. Owner T/DCC Speirs.

## Future Meeting

The next meeting will take place on 10 April in the Graham Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.