# Strategic Leadership Board - Discussion Summary

Wednesday 12 October 2022

## Board Members in Attendance

Sir Iain Livingstone Chief Constable

Will Kerr DCC Local Policing

Malcolm Graham DCC Crime and Operational Support

David Page Deputy Chief Officer

Steve Johnson ACC Local Policing West and Criminal Justice (representing ACC Mairs)

Emma Bond ACC Local Policing North

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Mark Williams ACC Operational Support

Alan Speirs ACC Professionalism & Assurance

Andy Freeburn ACC Organised Crime, CT and Intelligence (representing ACC Smith)

Nicky Page Deputy Director of People and Development

Andrew Hendry Chief Digital Information Officer

James Gray Chief Financial Officer

Duncan Campbell Head of Legal Services

Chris Starrs Head of Corporate Communications

## Others In Attendance

Sean Scott Chief Supt Divisional Commander

Kirsty Louise Campbell Head of Strategy and Innovation (representing Director McMahon)

Jen Cassells National Sustainability Lead (presenting item 6.7)

Rob Hay Chief Superintendent (presenting item 7.2)

Peter Jones Assistant Health and Safety Manager (presenting Item 7.4)

Paul Gillespie, Inspector (Observer)

Andy Bell Supt, Strategic Engagement and Governance

David Sharp Supt, Head of Executive Support

Claire Hailstones Secretariat, Committee Services

## Apologies

Fiona Taylor DCC Professionalism, Digital and Transformation

Bex Smith ACC Major Crime, Public Protection and Local Crime

Tim Mairs ACC Local Policing East

Tom McMahon Director of Strategy and Analysis

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

The Chair welcomed all attendees to the meeting, held in the 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. There were no outstanding actions.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there had been no SLB level decisions since the last meeting on 15 September 2022.

Decision/Action: Noted

### 2.3 Summary of Discussion

The summary of discussion was approved as a true and accurate reflection of the meetings held on 8 and 15 September 2022.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

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

Decision/Action: Noted

## 4. Force Primary Boards

### 4.1 Corporate Finance and People Board

DCO Page presented a report from the Corporate Finance and People Board which met on 4 October, highlighting significant areas of discussion, including reform funding and ongoing considerations and discussion around the policing budget. This was noted by members.

Decision/Action: Noted

### 4.2 Change Board

DCO Page presented a report from the Change Board which met on 4 October, highlighting significant areas of discussion including portfolio overview, reform funding, risk, and the ongoing prioritisation exercise. It was confirmed that an update on prioritisation work would be presented to a future meeting of the Strategic Leadership Board. This was noted by members.

Decision/Action: Noted

### 4.3 Health and Safety Board

ACC Speirs presented a report from the Health and Safety Board which met on 22 September, highlighting significant areas of discussion including fire and estate safety, training compliance, and recent health and safety audits. This was noted by members.

## 4.4 Wellbeing Governance Board

ACC Speirs presented a report from the Wellbeing Governance Board which met on 22 September, highlighting significant areas of discussion including the introduction of Regional Wellbeing Groups. This was noted by members.

## 4.5 Public Protection Strategic Oversight Board

DCC Graham presented a report from the Public Protection Strategic Oversight Board which met on 7 October, highlighting a number of areas of ongoing work including work in respect of violence against women and girls, development of ‘thatguy2’, and progress in respect of the Public Protection Development Programme (PDPP). It was confirmed that a more detailed update on the PDPP will be presented to the next meeting of the Strategic Leadership Board. This was noted by members.

## Portfolio Areas

## 5 DCC Crime and Operational Support

## 5.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 30 September, highlighting significant areas of portfolio business including the debrief process in respect of Operation Unicorn, and the level of demand associated with statutory and other formal inquiries. This was noted by members.

## 5.2 Impact and Consequences of COVID

ACC Speirs provided a verbal update on the impact and consequences of COVID, including an update on current consequential absences which remain at relatively low levels. It was agreed that a closure report in respect of Operation Talla will be presented to the Strategic Leadership Board in December. This was noted by members.

## 5.3 Events Cost Recovery

ACC Williams presented a report, seeking approval to implement a previously agreed process in respect of cost recovery for events. The implementation of the revised process, which is designed to introduce clarity and consistency in respect of charging, had been delayed due to the impact of COVID across Scotland. The proposal to introduce the revised process from April 2023 was approved, subject to appropriate consideration and approval by the Scottish Police Authority.

DECISION: Revised process approved for implementation from April 2023, subject to consideration and approval by the Scottish Police Authority.

## 5.4 On Call Review

ACC Williams presented a report, highlighting findings from a short life working group in respect of Police Scotland on call arrangements, and seeking approval to conclude the work of the SLWG. This generated significant discussion, with members acknowledging the importance of maintaining operational resilience and capability on a 24-7 basis, as well as the importance of officer and staff wellbeing. It was confirmed that oversight and maintenance of on call capabilities would continue to be overseen by Operational Support Division, and members agreed that the SLWG could be stood down.

DECISION: SLWG in respect of on call arrangements to be stood down.

## 5.5 Intelligence Policing Programme

ACC Freeburn presented a report which provided a progress update in respect of the Intelligence Policing Programme, including an update on the implementation of recommendations. It was confirmed that re-alignment of those within the Intelligence function would commence in November, with the intention to bring a further progress update to the Strategic Leadership Board in December. This was noted by members.

## 5.6 MAPPA Information Sharing

DCC Graham presented a report which summarised long-running discussion and engagement with relevant stakeholders and partners in respect of MAPPA information sharing, seeking approval for a preferred option in respect of future arrangements. Following discussion, the preferred option was approved, with further work required to prepare draft correspondence for stakeholders and partners.

DECISION: Recommended option (option 3) approved.

## 6 DCO Corporate Services, People and Strategy

## 6.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 26 September, highlighting significant areas of portfolio business including estates management and maintenance and monitoring of rest day balances. This was noted by members.

## 6.2 People and Development Update

Deputy Director Page presented a report detailing key work within the People and Development business area, with key highlights including recruitment and selection, RRRDs and resourcing. This was noted by members.

## 6.3 Agile Working

Deputy Director Page presented a report which provided an update on the integration of agile working arrangements within Police Scotland. The work of local management teams to enable smooth integration was commended, and it was agreed that future reports to Strategic Leadership Board could be made as required on an exception basis.

## 6.4 PLDP Evaluation Report

Deputy Director Page presented a report which provided an overview of the evaluation of the Police Leadership and Development Programme following conclusion of the pilot. It was confirmed that the PLDP had been positively evaluated, and the intention is that it will become the approved route for promotion to the rank of Sergeant. Following discussion, members noted the report and approved its transmission to the Scottish Police Authority.

DECISION: Evaluation report approved for transmission to SPA.

## 6.5 Duty Modifications

Deputy Director Page presented a report highlighting ongoing work in respect of duty modifications, including work to implement previously agreed recommendations. This was noted by members and it was confirmed that duty modifications will remain as a standing item for Strategic Leadership Board.

## 6.6 Strategic Planning Framework

Kirsty-Louise Campbell presented a report, seeking approval for the proposed approach to strategic planning over the forthcoming year. Following discussion, the proposed approach was endorsed and approved, with a further report in respect of the Joint Strategy for Policing to be presented to the Strategic Leadership Board in November.

DECISION: Proposed approach to strategic planning approved.

## 6.7 Climate Change Report

CFO Gray and Jen Cassells provided an update on the impact of Police Scotland climate change activities, seeking approval for the content of the Police Scotland Climate Change report. It was confirmed that for the fifth year in a row, that Police Scotland has recorded a reduction in carbon emissions. Members commended the ongoing work and positive progress, and approved the report for submission in line with statutory requirements.

DECISION: Report approved for submission in line with statutory requirements.

## 7 DCC Professionalism, Digital and Transformation

## 7.1 Management Board Update

ACC Speirs presented a report from the Professionalism, Digital and Transformation Management Board which met on 26 September, highlighting significant areas of portfolio business including ongoing developments in respect of Force Vetting. This was noted by members.

## 7.2 CPD and EDI Learning Update

Chief Supt Hay presented a report, seeking approval for the roll out of proposed organisational wide learning packages in respect of equality, diversity and inclusion. The proposal was approved, with work to develop the products commended by members.

DECISION: Proposed learning package approved by members.

During discussion, members reflected on the Police Scotland promotional video ‘National Beat’, with an action created for this to be reviewed and revised to ensure it fully reflects the workforce mix and balance.

ACTION: ‘National Beat’ video footage to be reviewed and revised to ensure it fully reflects the Police Scotland workforce mix and balance.

## 7.3 Case Assessment and Review Panel

Deputy Director Page presented a report highlighting the positive impact of the Case Assessment and Review panel, which was introduced to strengthen early engagement between relevant internal departments in respect of complaints and other expressions of dissatisfaction such as grievance. The report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to SPA.

## 7.4 Annual Health and Safety Report

ACC Speirs and Peter Jones presented the Annual Health and Safety Report, seeking approval for transmission to the Scottish Police Authority. Following discussion, the report was approved.

DECISION: Report approved for transmission to SPA.

## 7.5 Operation Tarn

ACC Speirs presented a report which provided an update in respect of all aspects of the Public Inquiry, including future hearings, organisational learning, and financial implications. This was noted by members.

## 8. DCC Local Policing

## 8.1 Management Board Update

DCC Kerr presented a report from the Local Policing Management Board which met on 28 September, highlighting significant areas of portfolio business including a recent engagement session with religious and faith leaders, and the forthcoming Scottish Senior Leaders’ Forum. This was noted by members.

## 8.2 Public Confidence

ACC Bond presented a report in relation to levels of public confidence in respect of policing. This was noted by members, and it was confirmed that a proposal in respect of frequency of reporting will be presented to the Strategic Leadership Board in November.

## 8.3 Global Policing Exchange

ACC Ritchie presented a report, seeking approval for Police Scotland to support and participate in the Global Policing Innovation Exchange Programme Pilot. Following discussion, the proposal was approved.

DECISION: Participation in GPX Pilot Programme approved.

## 8.4 Naloxone Delivery Plan

ACC Ritchie presented a report which provided an update on the ongoing roll out of Naloxone across Police Scotland. This was noted by members.

## 8.5 Force Middle Office Remodelling

DCC Kerr provided a verbal update on work being undertaken in respect of middle office remodelling. This generated significant discussion in respect of FMOR, including links to other projects, programmes and the Strategic Workforce Plan. It was agreed that a further report is to be prepared for Strategic Leadership Board in respect of FMOR and the integration with wider Force development activity.

ACTION: ACC Mairs to prepare a report in respect of FMOR, outlining the status of the work and proposals for integration with wider Force development activity.

## 8.6 Criminal Justice Update

ACC Johnson presented a report in relation to work being undertaken within Criminal Justice Services Division, and across the wider criminal justice system, including work in respect of children in custody, virtual custody court arrangements, and reducing unnecessary officer attendance at court. This was noted by members.

## 9. Papers Approved for Submission to SPA

Item 6.4 PLDP Evaluation

Item 7.3 Case Assessment and Review Panel

Item 7.4 Annual Health and Safety Report

## 10. AOCB

There were three items taken under AOCB:

## Short Term Lets

ACC Ritchie presented a paper regarding licensing requirements associated with new legislation in respect of Short Term Lets, and consequential demand implications. This generated significant discussion, with a further report to be presented to Strategic leadership Board in November.

## Senior Women In Policing

ACC Bond highlighted proposed changes to the branding of the forthcoming Women in Policing Conference which is to be hosted by Police Scotland, and sought feedback on the draft agenda. The proposed re-branding was approved and feedback provided in respect of the draft agenda.

## Housing Stock

ACC Bond highlighted the potential impact of cost of living challenges on officers who reside in allocated housing stock with poor condition ratings, generally in more remote and rural areas. This generated significant discussion, with options to be considered, in conjunction with estates and finance colleagues, through the Remote and Rural working group.

## 12. Review of Actions

Actions generated at agenda items –

7.2

8.5

## Future Meeting

The next meeting will take place 9 November 2022 in the Court Room.

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