# Strategic Leadership Board - Discussion Summary

Wednesday 10 May 2023

## Board Members in Attendance

Sir Iain Livingstone Chief Constable (Chair)

Jane Connors DCC Crime and Operational Support

Malcolm Graham DCC Local Policing

Fiona Taylor DCC Professionalism, Strategy and Engagement

Emma Bond ACC Local Policing North

Bex Smith ACC Major Crime, Public Protection and Local Crime

Tim Mairs ACC Local Policing East

Steve Johnson ACC Local Policing West and Criminal Justice

Andy Freeburn ACC Organised Crime, CT and Intelligence

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Mark Williams ACC Operational Support

Katy Miller, Director of People and Development

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Chris Starrs Head of Corporate Communications

Andrew Hendry Chief Digital Information Officer

Duncan Campbell Chief Legal Officer

## Others In Attendance

Catriona Paton, Chief Supt, Divisional Commander Representative

Gillian Docherty, Chief Supt, Governance, Audit and Assurance

Chief Inspector (Observer)

Principal Analyst (Presenting Item 5.8)

Planning and Performance Officer (Presenting Item 5.8)

Jen Aird Supt, Strategic Engagement and Governance

David Sharp Supt Executive Support

Claire Hailstones Secretariat, Committee Services

## Apologies

David Page Deputy Chief Officer

Alan Speirs ACC Professionalism & Assurance

## 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 (01/2023) to remain open and updates to be provided on an ongoing basis until closed.

### 2.2 Decisions Since Last Meeting

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

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

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

Decision/Action: Noted

## 4. Force Primary Boards

### 4.1 Corporate Finance and People Board

CFO Gray presented a report from the Corporate Finance and People Board which met on 2 May, highlighting significant areas of discussion including financial monitoring, ongoing estates issues, Investment Governance Framework and People Management information. This was noted by members.

## 4.2 Change Board

DCC Connors presented a report from the Change Board which met on 2 May, highlighting significant areas of discussions including updates on business cases, benefits realisation and ongoing work with ICO regarding biometrics. This was noted by members.

**4.3 Resource Prioritisation Group (Strategic)**

DCC Graham presented a report from the Resource Prioritisation Group (Strategic) which met on 21 April, highlighting significant areas of discussion including engagement with staff associations, SCoPE updates against operating model, vacancy management and our organisational approach.

It was agreed that a more detailed work stream overview would be presented to June SLB to include clarity on how the transformation work links into other work steams. Director Miller provided an update on the police staff budget and reduction detailing the ongoing work with Finance and SCoPE including methodology being applied. This was noted by members.

## 4.4 Operational Delivery Board

DCC Connors presented a report from the Operational Delivery Board which met on 25 April, highlighting significant areas of discussion including ongoing trends around housebreaking and demand. This was noted by members.

## 4.5 Serious Organised Crime Board

ACC Freeburn presented a report from the Serious Organised Crime Board which met on 21 April, highlighting the ongoing work regarding the mapping of crime groups. This was noted by members.

## Portfolio Areas

# 5. DCC Professionalism, Strategy and Engagement

## 5.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Strategy and Engagement Management Board which met on 25 April. This highlighted significant areas of portfolio business including Police Leadership Development Programme, Sex, Equality and tackling Misogyny work, Your Leadership Matters and an update on how support is being provided to business areas on wellbeing and mental health. This was noted by members.

## 5.2 Removed from agenda

## 5.3 Operation Tarn

CS Docherty presented a report which provided an update on all aspects of the Public Inquiry. This was noted by members.

## 5.4 Policing Together Update

ACC Duncan presented a report which provided an update on various strands of Policing Together activity being undertaken by Police Scotland including EDI outcome report and the Standards of Behaviour Campaign. This was noted by members.

## 5.5 Policing Together Model

ACC Duncan presented a report which provided detail of the proposed business model and resource requirements for the Policing Together portfolio. It was noted this is a complex structure which will require the coordination of specialist functions to identify where these resources will come from. The proposed model and resource requirements were approved for onward transmission to Resource Prioritisation Group (Tactical). There will be a movement of resources from PPCW and consideration of various resource options.

DECISION: Proposed Model approved. Resource request to be submitted for RPG(T) for consideration.

## 5.6 Local Police Plans

### Director McMahon presented a report detailing the progress to date on the development of Local Police Plans linking to the 32 Local Authorities, and aligned to the Annual Police Plan. The approach taken incorporated the recommendations of the Tripartite Review of Local Police Plans undertaken in collaboration with SPA and COSLA in 2021/22 which has met our strategic objectives. From a divisional and regional perspective, it was noted that there was a clear overview of regional trends and priorities. This was noted by members.

## 5.7 Joint Strategy

Director McMahon presented a report providing an update on the Joint Strategy for Policing and detailed the consultation process that had been undertaken. This was approved by members for the onward transmission to the SPA Board on 25 May.

DECISION: Approved for onwards transmission to SPA Board.

## 5.8 Your Safety Matters

Tina MacLucas presented a report providing a high level summary of the achievements to date of Your Safety Matters. The data provides insights into areas such as repeat offenders, use of alcohol, effectiveness of OST training and improved knowledge. The creation of the YSM Diamond Group and the Champions Network were acknowledged, in terms of feedback on actions, good practice and progress made. The next steps will incorporate deep dives into areas including Health and Wellbeing, problematic locations and repeat offenders. Members were provided with a demonstration of the live dashboards. This was noted by members.

# 6. DCO Corporate Support

## 6.1 Management Board Update

CFO Gray presented a report from the Corporate Management and People Board which met on 24 April highlighting significant areas of portfolio business.

## 6.2 People and Development Update

Director Miller presented a report covering the key areas of activities within P&D. This included People Strategy and the forthcoming sessions with SPA People Committee on 24 May. Ongoing work will focus on a revised grievance procedure with accompanying training module. MyCareer continual evaluation and response, VR/VER programme and Officer/Staff pay award. This was noted by members.

## 6.3 Internal Governance – Acting and Temporary Promotions

Director Miller presented a report to detail the process for the selection of acting and temporary promotions. As part of discussions, future abstractions for attendance at Police Leadership Programme was highlighted and this will be looked at as part of the Chief Supt Cadre to ensure equitable access to the leadership programme. The report was approved subject to an amendment regarding use of powers for temporary ranks compared with acting ranks as highlighted by Chief Legal Officer Mr Duncan Campbell.

DECISION: Approved for onward transmission to SPA People Committee, subject to amendment.

## 6.4 Annual Health and Wellbeing Report

Director Miller presented a report detailing the Q4 and year end health and wellbeing activity. This included updates on the proposed wellbeing champion’s network, use of the employee assistance programme and visibility of the internet site. It was noted that the importance of ensuring that line managers are competent, capable and confident to have early discussions with their staff. The paper was approved by members for onward transmission to SPA People Committee on 31 May.

DECISION: Approved for onward transmission to SPA People Committee.

## 6.5 Annual Workforce Management Information Report

Director Miller presented a report detailing the Q4 and year end workforce management information. This included the key findings, analysis and insights, in particular; workforce gender mix and absence rates. This was approved for onward transmission to SPA People Committee on 31 May.

DECISION: Approved for onward transmission to SPA People Committee.

## 6.6 Bi Annual Equality, Diversity and Inclusion Report

Director Miller presented a report detailing our achievements towards the mainstreaming work to support EDI objectives and delivery from October 2022 to March 2023. It was noted that this work requires to link into the Policing Together portfolio. Key insights from the report include importance of skills and confidence in managers to use right language, exit interview process and EDI training completion rates. This was approved for onward transmission to SPA People Committee on 31 May.

DECISION: Approved for onward transmission to SPA People Committee.

## 6.7 Bi Annual Your Voice Matters Report

Director Miller presented a report detailing the progress made to date with the 18 ambitions. There were discussions regarding the timings of the next survey and the importance of benchmarking and use of technology. This was approved for onward transmission to SPA People Committee on 31 May.

DECISION: Approved for onward transmission to SPA People Committee.

## 6.8 Fair Work Statement

Director Miller presented a report detailing the Fair Work Annual Assessment Statement. This details our commitment to the strategic framework alongside all public bodies. This will be built into the People Strategy going forward. This was approved for onward transmission to SPA People Committee on 31 May.

DECISION: Approved for onward transmission to SPA People Committee.

## 6.9 Your Leadership Matters Phase 2 Progression

Director Miller presented a report providing an overview of the programme which was launched on 17 April to the Senior Leadership population followed by mid-level leader population on 19 and 20 April with first Line Leaders programme being launched thereafter. A full evaluation strategy is being developed. This was approved for onward transmission to SPA People Committee on 31 May.

DECISION: Approved for onward transmission to SPA People Committee.

**6.10 Police Leadership Development Programme**

Director Miller presented a report on the PLDP end of pilot evaluation report. This was discussed and approved by members. This will now progress to Scottish Government to formally implement the PLDP as the Police Scotland promotion qualification.

DECISION: Approved by members**.**

## 6.11 Creating a Positive Workplace

Director Miller presented a report to provide an update on the activity being progressed by the working group. This brings together all the P&D activities and progress. This was noted by members.

## 6.12 Staff Budget

Director Miller and CFO Gray provided members with a verbal update on the work being undertaken on the staffing budget, VE/VER scheme and engagement with Staff Associations. Each business area will produce staffing plans and this will be brought back to SLB in June. This was noted by members.

## 7. DCC Local Policing

## 7.1 Management Board Update

DCC Graham presented a report from the Local Policing Management Board which met on 1 May highlighting significant areas of portfolio business including events planning and legislative changes. This was noted by members.

## 7.2 Operation Talla Debrief Report

Chief Supt Docherty presented a report to provide an update on the arrangements to progress the recommendations within the report. A tracker detailing the ongoing work with owners was attached to the report. This was approved by members for onward transmission to the SPA Board in June 2023.

DECISION: Approved for onward transmission to SPA Board in June 2023.

## 7.3 Public Health Approach to Policing

ACC Ritchie presented a report detailing what our role in the wider public health space will be for key areas of mental health, prevention and community wellbeing. The approach was approved by members.

DECISION: Approach approved by members.

## 7.4 Local Policing Service Delivery Review

ACC Mairs presented a report detailing the work to date on the delivery review, including methodology and approach. It was agreed that an update will be provided to SPA Policing Performance Committee members for visibility. This will be arranged as part of a dedicated session. This was noted by members.

ACTION: Dedicated session with SPA Policing Performance Committee members to be arranged.

## 8. DCC Crime and Operational Support

## 8.1 Management Board Update

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 26 April, highlighting significant areas of portfolio business. This was noted by members.

## 8.2 Information sharing under MAPPA

This item was not covered as further discussions with Legal are required to take place.

## 9. Papers Approved for Submission to SPA

Item 5.7 Joint Strategy for Policing

Item 6.3 Internal Governance – Acting and Temp Promotions

Item 6.4 Annual Health and Wellbeing Report 22-23

Item 6.5 Annual Workforce MI Report 22-23

Item 6.6 Bi Annual E&D Report

Item 6.7 Bi Annual YVM Update

Item 6.8 Fair Work Statement (Annual Statement)

Item 6.9 Your Leadership Matters Phase 2 update

Item 7.2 Operation Talla Debrief Report

## 10. AOCB

Nil

## 11. Review of Actions

Actions generated at agenda items – 7.4

Nil

## Future Meeting

The next meeting will take place 7 June in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.