# Strategic Leadership Board - Discussion Summary

**Wednesday 7 February 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

David Duncan ACC Policing Together

Tim Mairs ACC Local Policing East

Emma Bond ACC Local Policing North

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Stuart Houston, T/ACC Professionalism and Assurance

Katy Miller, Director of People and Development

James Gray Chief Financial Officer

Tom McMahon Director of Strategy and Analysis

Andrew Hendry Chief Digital Information Officer

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

## Others In Attendance

Rob Shepherd, Chief Superintendent, Divisional Commander

David Robertson, Chief Superintendent, Divisional Commander

Joanne McEwan, Superintendent, Policing Together (Presenting Item 4.3)

Lynn Brown, Head of Corporate Finance (Presenting Item 5.2)

Budgeting Specialist, (Presenting Item 5.2)

Gregg Banks, T/Chief Superintendent, Local Policing (Presenting Item 7.4)

Patrick Brown, Head of Finance

Mark Sutherland, Chief Superintendent, Chief of Staff

Jen Aird, Superintendent, Strategic Engagement and Governance

Inspector, Executive Support (Observer)

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Claire Hailstones, Secretariat, Committee Services

## Apologies

David Page Deputy Chief 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. Five actions remained open, following updates it was agreed that four could be closed. Action log updated accordingly.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with no decisions since January 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 10 January 2024.

Decision/Action: Approved

### Primary Boards

### 3.1 Corporate Finance and People Board

T/DCC Speirs presented a report on the Corporate Finance and People Board which was held on the 30 January, stating that items within the report would be brought up as substantive items within the agenda. This was noted by members.

### 3.2 People Board

T/DCC Speirs presented a report on the People Board which was held on 31 January, stating that it would move to being an established board by the end of the financial year. This was noted by members.

### 3.3 Change Board

DCC Connors presented a report on the Change Board which was held on 30 January, highlighting the progress ongoing around the roll out of body worn video, and the different reporting functions that will come to Change Board in the future. This was noted by members.

### Portfolio Areas

### DCC Professionalism, Strategy and Engagement

### 4.1 Management Board Update

T/DCC Speirs presented a report from the Professionalism, Strategy and Engagement Management Board which met on 23 January, highlighting items including probationer intakes and firearms licensing. This was noted by members.

### 4.2 Vetting and Regulation 9 Update

T/ACC Houston updated the board about a meeting attended by Vetting, Legal, PSD, Divisional Commanders and Recruitment. It detailed the importance of upholding the values of honesty and integrity expected from any Police Force employee and relevant case law was explored in relation to this element. The three tranches of protection explored were Vetting, Regulation 9 and PSD. It was noted that work in this area is progressing well with no substantial change needed. The recent historic data wash has contributed towards this. This was noted by members.

### 4.3 REACH Initiative

Supt Joanne McEwan presented a report seeking approval to progress with the Race Equality and Cultural Heritage (REACH) initiative within the proposed governance structure. The initiative aims to promote positive self-development and career advancement opportunities and talent management for minority ethnic officers and staff. The initiative was supported and agreed by the Executive with the initiative sitting within the Policing Together and Community Wellbeing portfolio.

DECISION: Approved by members.

### 4.4 HMICS Review of Mental Health

ACC Duncan presented a report seeking approval for the Mental Health Improvement Plan following the thematic review of policing of mental health in Scotland in 2023. The learning from the review has been used to inform an improvement plan which will support our strategic position on mental health in Scotland. This generated significant discussion amongst members regarding our position with Scottish Government, Health boards and Public Health Scotland. It was agreed that policy development sits within Policing Together portfolio and the transformation work will be accelerated through the change programme. This was noted by members.

DECISION: Approved by members.

### DCO Corporate Support

### 5.1 Management Board Update

T/DCC Speirs presented a report from the Corporate Management and People Board which met on 22 January highlighting significant areas of portfolio business. There were significant discussions around Audit Management and the challenges with internal auditors in terms of level of engagement and fieldwork. It was also noted that the organisation is managing a large volume of open / in progress recommendations There will be a deep dive arranged to look at how this is managed. This was noted by members.

ACTION: T/DCC Speirs to identify issues with internal auditors and progress with SPA.

ACTION: Briefing sheet on audit issues and challenges to be prepared for Chief Constable.

### 5.2 2024/25 Budget Update

CFO Gray, Patrick Brown and Lynn Brown presented an update to members on 2024/25 budget exercise for revenue, capital and reform following the announcement of the 2024/25 Scottish Government draft budget. Information was presented to members to show scenarios and options around workforce mix with several key decisions and actions required before the exercise can be completed. It was agreed that pending further discussion and socialisation with the Executive, an update would be brought back to COT then final sign off will be presented at SLB in March.

ACTION: Update to be provided at COT then final sign off at SLB in March.

### DCC Crime and Operational Support

### 6.1 Management Board Update

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 24 January. Updates were provided on the Domestic Abuse (Protection)(Scotland) Act 2021, demand challenges across SCD and impact on Local Policing, and Operation Moonbeam. This was noted by members.

### DCC Local Policing

### 7.1 Management Board Update

DCC Graham presented a report from the Local Policing Management Board which met on 25 January. This included updates on Proportionate Response to Crime pilot, Criminal Justice Improvement Plan and Victim Contact Performance. This was noted by members.

### 7.2 Victim Contact Performance

ACC Middleton presented a report detailing the process within Scotland for updating victims of crime on the progress of their case and the national approaches in place. Strategic engagement has been carried out with victim groups and included within the Criminal Justice Improvement group. It is recommended that this sits with the Policing Together portfolio. It was agreed that the Victim/Witness Case national guidance is developed further into a policy with practical application detailed.

ACTION: ACC Duncan to progress the development of a Victim Contact policy from the national guidance currently available.

DECISION: Approved by members.

### 7.3 Criminal Justice Improvement Group

ACC Middleton provided an update on the progress of the group as part of the update on item 7.2. This was noted by members.

### 7.4 Proportionate Response to Crime

T/CS Gregg Banks presented a report detailing the recent evaluation of the Proportionate Response to Crime pilot in A Division. Three recommendations were made following the pilot; rollout of the process nationally, extending practices to Local Policing to directly file crime records, and updates to the Crime Investigation Standard Operating procedure.

There was significant discussion amongst members and it was noted that this work interacts with other work ongoing through LPSDR and the transformation programme. The pilot roll out will be announced in due course when an update is provided to the Scottish Police Authority, alongside briefings to local scrutiny bodies.

DECISION: Recommendations within report were approved.

ACTION: HMICS (Mark Hargreaves) to be made aware of the work before the board announcement.

### 7.5 C3 Demand

CS Paul Wilson presented a report seeking support to make a revision to the workforce mix within C3, enabling police officers posts to be replaced with police staff posts. It was agreed that this proposal is within the service design and assurance would need to be provided regarding maintaining overtime spend. It was agreed that the Modernising Contact Engagement work would be accelerated through the Change Programme.

### DECISION: Option 2 agreed 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 5.1 T/DCC Speirs to identify issues with internal auditors and progress with SPA. Owner T/DCC Speirs.

Item 5.1 Briefing sheet on audit issues and challenges to be prepared for Chief Constable. Owner T/DCC Speirs.

Item 5.2 Update to be provided at COT then final sign off at SLB in March. Owner CFO Gray.

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 6 March in the Graham Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.