# Strategic Leadership Board - Discussion Summary

Wednesday 9 November 2022

## Board Members in Attendance

Sir Iain Livingstone Chief Constable (Chair)

Fiona Taylor DCC Professionalism, Digital and Transformation

Malcolm Graham DCC Crime and Operational Support

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

Emma Bond ACC Local Policing North

Mark Williams ACC Operational Support

Andy Freeburn ACC Organised Crime, CT and Intelligence

Alan Speirs ACC Professionalism & Assurance

Andrew Hendry Chief Digital Information Officer

Nicky Page Deputy Director of People and Development

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Duncan Campbell Head of Legal Services

Chris Starrs Head of Corporate Communications

## Others In Attendance

Stevie Dolan Chief Supt Divisional Commander

Matt Richards Chief Supt PPCW (representing ACC Ritchie)

Cat Henderson Chief Supt PSD (Item 5.6)

Peter Blair Head of Strategic Workforce Planning (Item 7.5)

Kirsty Louise Campbell Head of Strategy and Innovation (Item 7.6)

Lynne Brown Strategic Budget Lead (Item 7.7)

Paul Thornton Executive Account Manager, Corporate Communications

Andy Bell Supt, Strategic Engagement and Governance

Claire Hailstones Secretariat, Committee Services

## Apologies

Will Kerr DCC Local Policing

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

David Page Deputy Chief Officer

## 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, with one action closed and one action retained pending report to December SLB.

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 12 October 2022.

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 October 2022.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

An update was provided by ACC Smith 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 1 November, highlighting significant areas of discussion, including reform funding, capital funding and associated considerations around the policing budget. This was noted by members.

Decision/Action: Noted

### 4.2 Change Board

DCC Taylor presented a report from the Change Board which met on 1 November, highlighting significant areas of discussion including ongoing prioritisation considerations and Change Board approval of the Initial Business Case in respect of body worn video. This was noted by members.

Decision/Action: Noted

### 4.3 Operational Delivery Board

DCC Graham presented a report from the Operational Delivery Board which met on 25 October, highlighting significant areas of discussion around emerging threats in respect of public protection and acquisitive crime, cost of living implications, and links with the recently established Resource Prioritisation Groups. This was noted by members.

## 4.4 Health and Safety Board

DCC Taylor presented an update from the Health and Safety Board which met on 4 November, highlighting significant areas of discussion including progress within the Your Safety Matters Programme, considerations around personal protection equipment, and estates improvements in respect of fire safety. This was noted by members.

## 4.5 Serious and Organised Crime Board

ACC Freeburn presented a report from the Serious and Organised Crime Board which met on 31 October, highlighting significant areas of discussion including considerations around how best to align and connect related work streams, and the intention to enhance links with regional commanders. This was noted by members.

## Portfolio Areas

## 5. DCC Professionalism, Digital and Transformation

## 5.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Digital and Transformation Management Board which met on 26 September, highlighting significant areas of portfolio business, the majority of which were to be discussed in greater detail later in the meeting. This was noted by members.

## 5.2 Equality, Diversity and Inclusion Update

DCC Taylor presented a report which provided an update on various strands of EDI activity being undertaken by Police Scotland. Members were advised that EDI activity will now utilise the ‘Policing Together’ branding, with work ongoing to reinforce organisational values and support leadership development. This was noted by members.

## 5.3 Bi Annual Equality, Diversity and Inclusion Report

Deputy Director Page presented the Bi Annual EDI Report, seeking approval for its transmission to the SPA People Committee. The report highlighted Police Scotland’s progress against statutory Employment Equality Outcomes, which are aligned to our strategic direction, intention and approach. Following discussion, the report was approved.

DECISION: Report approved for transmission to SPA.

## 5.4 Fair Play Programme

Deputy Director Page presented a report which outlined the Fair Play Programme, and sought approval to recruit two temporary staff positions to assist in delivering Police Scotland’s strategic intention in respect of EDI. Following discussion, the request was approved.

DECISION: Approval of two temporary posts under EDI portfolio.

## 5.5 Scottish Government Race Commitments

Deputy Director Page presented a report which outlined Police Scotland’s clear support for the Scottish Government Race Commitment, and sought approval for the report’s transmission to the SPA People Committee. Following discussion, the report was approved.

DECISION: Report approved for transmission to SPA.

## 5.6 PSD Prevention and Professionalism Programme

ACC Speirs and CS Henderson presented a report which highlighted the recently developed Prevention and Professionalism Programme, and sought approval for organisation wide roll out over the next 12 months. As part of the presentation, an animated clip, which will form an integral part of the awareness raising programme, was shown. There was strong support for the programme, which was approved for roll out.

DECISION: Proposal approved.

## 5.7 Q2 Wellbeing Report

Deputy Director Page presented a report on the Q2 Wellbeing Report, highlighting key areas of activity in respect of officer wellbeing including flu vaccine uptake and employee benefit contracts. This was noted by members and approved for onward transmission to SPA People Committee.

DECISION: Report approved for transmission to SPA.

## 5.8 Bi-Annual Your Voice Matters Report

Deputy Director Page presented the bi-annual report which outlined progress made against recommendations arising from the Your Voice Matters survey. Following discussion, this was noted by members and approved for onward transmission to SPA People Committee.

DECISION: Report approved for transmission to SPA.

## 5.9 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.

## 5.10 Mobile Device Refresh

CDIO Hendry presented a report which highlighted operational, organisational, and financial implications arising from the forthcoming mobile device refresh. This was noted by members.

## 6. DCC Crime and Operational Support

## 6.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 28 October, highlighting significant areas of portfolio business including ongoing engagement around the movement of windfarm equipment, and the policing response to reports of online abuse. This was noted by members.

## 6.2 Public Protection Development Programme

ACC Smith presented a report which detailed work being undertaken through the Public Protection Development Programme (PPDP), and highlighted feedback from initial engagement with those working in the public protection arena. The PPDP will continue and will touch on all areas of the organisation, with an update provided to the SPA Board Meeting on 24 November. This was noted by members who acknowledged the importance of the PPDP in terms of public safety, and stressed the need to ensure appropriate co-ordination and connection between a number of development programmes including cyber and intelligence.

## 6.3 Domestic Abuse (Protection) (Scotland) Act 2021

ACC Smith presented a report which outlined organisational implications arising from the introduction of the Domestic Abuse (Protection) (Scotland) Act 2021, and the ongoing engagement taking place at national level in respect of this. This was noted by members.

## 6.4 Strategic Efficiency and Reinvestment Review – OCCTI Pilot Outcome

ACC Freeburn presented a report which highlighted outcomes from the SERR pilot which had taken place within the Organised Crime and Counter Terrorism portfolio. The SERR exercise was designed to review and assess business area processes, and consider opportunities for improvement, and had identified potential efficiencies. There werew a number of recommendations in terms of implementation, reinvestment, and governance. Following discussion, the recommendations were approved.

DECISION: Recommendations approved.

## 6.5 Strategic Efficiency Reinvestment Review – Wider Rollout

CDIO Hendry and CFO Gray presented a report which built on the learning from the SERR within OCCTI, and proposed a wider roll out of SERR principles across the organisation to enhance and improve processes, maximise opportunities, and identify and reinvest potential efficiencies. Following discussion, the recommendation was approved.

DECISION: Recommendation approved.

## 7. DCO Corporate Services, People and Strategy

## 7.1 Management Board Update

CFO Gray presented a report from the Corporate Management and People Board which met on 24 October, highlighting significant areas of portfolio business including management of portfolio risks, staff pay award, and principles of best value. This was noted by members.

## 7.2 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, management of rest days, recruitment and resourcing. This was noted by members.

## 7.3 Q2 Management Information Report

Deputy Director Page presented a report which contained the Quarter 2 management information in respect of People and Development. This was approved by members for onward transmission to SPA People Committee.

DECISION: Report approved for transmission to SPA.

## 7.4 RRRD Update

Deputy Director Page presented a report which provided an overview of work undertaken in respect of the management of re-rostered rest days, and sought approval for a number of recommendations to progress this further. Following discussion, the recommendations were approved, with the majority of additional work to be progressed through the Working Practices Review Group.

DECISION: Recommendations approved.

## 7.5 Bi-Annual Strategic Workforce Plan Update

Director McMahon presented a report which updated on work being undertaken in respect of the Strategic Workforce Plan, including challenges arising from the operating environment in the preceding 12 months. This was noted and the report approved for onward transmission to SPA People Committee.

DECISION: Report approved for transmission to SPA.

## 7.6 Joint Strategy for Policing

Director McMahon presented a report highlighting progress made in respect of the review of the Joint Strategy of Policing, and consequential implications arising from the slight delay in the Scottish Government refresh of the Strategic Police Priorities, due to extended local authority engagement. This was noted by members.

## 7.7 2023-2024 Budget Strategy

CFO Gray presented a report which outlined potential implications arising from the 2023-24 budget, and considerations in respect of the organisational response. This generated significant discussion and was noted by members.

## 8. DCC Local Policing

## 8.1 Management Board Update

ACC Bond presented a report from the Local Policing Management Board which met on 28 October, highlighting significant areas of portfolio business. This was noted by members.

## 8.2 Public Confidence Proposals

ACC Bond presented a report which outlined proposals to revise the format and frequency of public confidence reporting, which are designed to enhance value and allow for better trend analysis. This was approved by members.

DECISION: Recommendations approved

## 8.3 Short Terms Options for Cost of Living – Police Housing

ACC Bond presented a report which proposed short term recommendations designed to support officers and staff who reside in police owned housing stock with low energy efficiency ratings. Following discussion the recommendations were approved.

DECISION: Recommendations approved.

## 10. Papers Approved for Submission to SPA

The following papers were approved for transmission to SPA People Committee;

Item 5.3 Bi Annual EDI Report

Item 5.5 Scottish Government Race Commitments

Item 5.7 Q2 Wellbeing Report

Item 7.3 Q2 Management Information Report

Item 7.5 Bi Annual SWP Report

## 11. AOCB

Private Item - SCPOSA.

## 12. Review of Actions

Actions generated at agenda items –

Nil

## Future Meeting

The next meeting will take place 14 December 2022 in the Court Room.

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