# Strategic Leadership Board - Discussion Summary

Wednesday 9 March 2022

## Board Members in Attendance

Fiona Taylor DCC Professionalism, Digital and Transformation (Chair)

Malcolm Graham DCC Crime and Operational Support

David Page Deputy Chief Officer

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Kenny MacDonald ACC Criminal Justice (rep DCC Kerr)

Steve Johnson ACC Local Policing West

John Hawkins ACC Local Policing North

Tim Mairs ACC Local Policing East

Jude Helliker Director of People and Development

Tom McMahon Director of Strategy and Analysis

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

Linda Jones Chief Supt, PPCW and Divisional Commander Representative (representing ACC Ritchie)

Sharon Milton Chief Supt, Operational Support (representing ACC Williams)

Richard Thomas Chief Supt, Governance and Assurance (representing ACC Speirs)

Anton Stephenson Chief Inspector, PPCW (presenting Item 6.3)

Kirsty Garrick Head of People Partnering (presenting Item 7.3)

Lynn Brown Strategic Financial Lead (presenting Item 7.6 and 7.7)

Yvonne Johnston Estates Change Lead (presenting Item 7.10)

Alan Wright Supt, Operational Support (presenting Item 8.4)

Stevie Dolan Chief Supt (presenting Item 8.5)

John Paterson Chief Supt, PSD (presenting Item 9.3)

Cat Henderson Supt, PSD (presenting Item 9.3)

Gillian Docherty Supt, Operation Tarn (presenting Item 9.4)

Paul Thornton Executive Account Manager, Corporate Communications

Andy Bell Supt, Strategic Engagement and Governance

David Sharp Supt, Head of Executive Support

Claire Hailstones Secretariat, Committee Services

## Apologies

Iain Livingstone Chief Constable

Will Kerr DCC Local Policing

Mark Williams ACC Operational Support

Alan Speirs ACC Professionalism & Assurance

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Emma Bond ACC Partnerships, Prevention & Community Wellbeing

## Chief’s Forum

The Chief’s Forum opened on Friday 4 March with more than 150 questions received on a variety of topics. It was confirmed that draft responses were being prepared by portfolio areas and would be published on the Police Scotland Intranet, once reviewed and approved by Deputy Chief Constable Taylor in her role as SLB Chair.

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

DCC Taylor opened the meeting and welcomed all attendees. The meeting was conducted via video conference, in line with current organisational distancing measures as a result of the COVID-19 situation.

## 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 and it was confirmed that two actions from the February SLB meeting had been discharged and could be closed.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there had been one SLB level decision since the last meeting in February, relating to approval of a proposal for agile working.

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 9 February.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

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

Decision/Action: Noted

## 4. Operation TALLA

### 4.1 Operation Talla & Strategic Oversight Board Update

DCC Graham provided a verbal update in respect of Operation Talla, reflecting there are minimal additional demands being placed on Police Scotland’s operational response given the current position in respect of residual COVID restrictions in Scotland. However, it was confirmed that absence levels in Police Scotland remain challenging, which is consistent with community transmission rates, and we continue to review a range of options and strategies to manage all aspects of capacity, demand and service delivery. This was noted by members.

Decision/Action: Noted

### 4.2 Impact and Consequences of COVID

CS Thomas presented a report on the impact and consequences of COVID, highlighting a number of areas including financial impact; service delivery; people, workplace and wellbeing; ICT; organisational change; and organisational learning and improvements. This was noted by members.

Decision/Action: Noted

## 5. Force Primary Boards

### 5.1 Strategic Organisational Performance Board

DCC Taylor presented a report from the Strategic Organisational Performance Board which met on 14 February, highlighting significant areas of discussion. This included an update on the Q3 Performance Report, Portfolio Area Delivery Plans, and the refresh of the Performance Framework for 2022-23. This was noted by members.

Decision/Action: Noted

### 5.2 Corporate Finance and People Board

DCO Page presented a report from the Corporate Finance and People Board which met on 1 March, highlighting significant areas of discussion. This included an update on the COP26 budget; development work in respect of the policing budget for 2022-23; Bad Debt Reduction; Housing Strategy; Contract Awards; and the Scottish Government Spending Review. Under the People section, areas for discussion included Management Information Dashboards; Officer Recruitment; and Strategic Workforce Planning. This was noted by members

Decision/Action: Noted

### 5.3 Change Board

DCO Page presented a report from the Change Board which met on 1 March, highlighting significant areas of discussion. This included an update on business case approvals and considerations; work to develop the Change Portfolio Roadmap; and proposed refinements to the Change Board Terms of Reference. This was noted by members.

Decision/Action: Noted

### 5.4 Organisational Delivery and Design Group

DCO Page presented a report from the Organisational Delivery and Design Group, which met on 15 February, highlighting significant areas of discussion. This included an update on a number of resource bids and associated financial considerations. This was noted by members.

## Portfolio Areas

## 6. DCC Local Policing

### 6.1 Management Board Update

ACC Johnson presented a report from the Local Policing Management Board which met on 3 March, highlighting significant areas of discussion relating to portfolio business. This was noted by members.

Decision/Action: Noted

6.2 Public Confidence ACC Hawkins presented a report highlighting current levels of public confidence in respect of policing, which is drawn from information from a variety of sources including the ‘Your Police Survey’ and Police Scotland’s ‘User Experience Survey’. The report also detailed activities being undertaken across a number of business areas to support public confidence. During discussion, there were reflections about the number of external factors which can impact on public confidence in policing more generally, however user satisfaction information reflected the positive experiences of people who had actually interacted with Police Scotland. This was noted by members.

Decision/Action: Noted

### 6.3 Naloxone Delivery Plan Update

CS Jones and CI Stephenson presented a report seeking approval for the proposed delivery plan to support the roll out of Naloxone to operational officers. The Delivery Plan included detail relating to training, communication, and oversight, and it was confirmed that the Naloxone Delivery Steering Group, which includes representation from the Scottish Police Federation, would continue to meet. Following discussion, the proposed delivery plan was approved, with a progress update to be provided to SLB in six months.

DECISION: Proposed Delivery Plan approved.

Decision/Action: Approved

## 7. DCO Corporate Services, People and Strategy

### 7.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 28 February, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 7.2 People and Development Update

Director Helliker presented a report detailing key work within the People and Development business area, including an update on the potential impact of changes to pension arrangements, and officer recruitment plans for 2022-23. During discussion, it was confirmed that there was active work ongoing to more fully assess the impact of changes to pension arrangements on workforce planning, with statistical information being developed. This was noted by members, who highlighted the importance of appropriate information to inform resource and succession planning across the organisation. The Chair requested that a report be provided to SLB setting out the current impact and actions proposed in response.

Decision/Action: Noted

ACTION: Report to be provided to SLB outlining immediate impact of pension reform (as we currently understand it), and proposed actions in response.

To be actioned by: Director Helliker

### 7.3 Duty Modifications Update

Kirsty Garrick presented a report which provided an update on activity being undertaken in respect of officers on modified duties. This included work which continues to be progressed by the Duty Modifications Taskforce. This was noted by members.

Decision/Action: Noted

### 7.4 Officer Recruitment 2022-23

Director Helliker presented a report which highlighted options relating to police officer recruitment for 2022-23, and outlined the various opportunities and challenges which had been considered to develop the options and maximise officer recruitment over the course of the year. Following discussion, Members endorsed the recommended option, subject to review by and approval of the Chief Constable.

DECISION: Recommended option endorsed in principle, subject to review by and approval of the Chief Constable.

Decision/Action: Endorsed in principle

Note: Following SLB consideration, the Chief Constable reviewed the report associated with Item 7.4 and approved the recommended option.

Decision/Action: Approved

### 7.5 Annual Police Plan

Director McMahon presented a report which provided a progress update on the development of the Annual Police Plan for 2022-23, and sought approval for the content of the final draft content. It was confirmed that the draft would be considered by the Chief Constable in due course. Following discussion, Members endorsed the content of the final draft, subject to review by and approval of the Chief Constable.

DECISION: Draft Annual Police Plan endorsed in principle, subject to review by and approval of the Chief Constable.

Decision/Action: Endorsed in principle

Note: Following SLB consideration, the Chief Constable reviewed the draft Annual Police Plan presented at 7.5, approved the content and prepared the Chief Constable’s Foreword.

Decision/Action: Approved

### 7.6 Budget 2022-23

CFO Gray and Lynn Brown presented a report which provided an update on work to develop the budget for 2022-23, with key elements of the proposed budget highlighted. Following discussion, the budget report was approved for transmission to the SPA.

DECISION: Approved for transmission to SPA.

Decision/Action: Approved

### 7.7 Financial Planning Framework

CFO Gray and Lynn Brown presented a report in respect of a proposed Financial Planning Framework, which outlines key principles that should be considered for revenue and capital funding and longer term financial planning. Following discussion, the report and Framework were approved for transmission to the SPA.

DECISION: Approved for transmission to SPA.

Decision/Action: Approved

### 7.8 Housing Strategy

CFO Gray and Yvonne Johnston presented a report seeking approval for a Police Scotland Housing Strategy, which had been developed in consultation with key stakeholders, including officers and staff associations. The draft Strategy proposes a blended housing delivery model, combining disposals, new property leasing, existing property retention, improvement, and investment, in respect of housing required in remote and rural locations. Following discussion, this was approved for transmission to the SPA.

DECISION: Approved for transmission to SPA.

Decision/Action: Approved

## 8. DCC Crime and Operational Support

### 8.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 27 February, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 8.2 Annual Leave and Rest Days

Chief Supt Milton presented a report in relation to the management of annual leave and rest days. It was confirmed that at this stage, no final decision was required, however feedback was requested on a number of draft recommendations which will inform a future report to SLB. Following a wide ranging discussion, it was agreed that additional analytical work was required in this area, which should be progressed and developed prior to further consideration by SLB.

Decision/Action: Noted

### 8.3 Operation Unity

Chief Supt Milton presented a report which provided an update on mutual aid requests received and approved in respect of the 2022 Commonwealth Games. This was noted by members.

Decision/Action: Noted

### 8.4 Provision of Footwear

Supt Wright presented a report seeking approval for the recommended option in respect of the next phase of footwear provision. Following discussion, the recommended option was approved.

DECISION: Recommended option approved.

Decision/Action: Approved

### 8.5 Cyber Strategy

Chief Supt Dolan presented a report which provided an update on delivery of Police Scotland’s Cyber Strategy (2020). This included an update on early deliverables; future priorities; review and assurance of the strategy; and alignment and independencies with the wider Change Programme. This was noted by members, who highlighted the benefit that would be derived from a more in depth discussion in respect of organisational alignment and interdependencies at a future workshop.

Decision/Action: Noted

ACTION: Workshop to be developed to enable greater visibility and collective understanding of the organisational interdependencies, particularly between the Cyber Programme and the wider Change Portfolio.

To be actioned by: CSU Dolan

## 9. DCC Professionalism, Digital & Transformation

### 9.1 Management Board Update

CDIO Hendry presented a report from the Professionalism, Digital and Transformation Management Board which met on 22 February, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 9.2 Equality, Diversity & Inclusion Update

DCC Taylor presented a report providing an overview of the Equality, Diversity and Inclusion work being carried out by Police Scotland, including an update on the development of the EDI Strategy, and ongoing work to develop a Police Scotland Human Rights Framework. This was noted by members.

Decision/Action: Noted

### 9.3 Sexual Misconduct

DSU Henderson delivered a presentation, seeking approval for a number of recommendations which followed a Police Scotland review of complaints and conduct matters since 2017 which contained a sexual element. The review had identified no significant issues, however proposed a number of short, medium and longer term recommendations to refine and enhance Police Scotland’s approach to such complaints. Following discussion, the recommendations were approved. DECISION: Recommendations approved.

Decision/Action: Approved

### 9.4 Operation Tarn Update

Supt Docherty provided an update in respect of work under Operation Tarn to support the ongoing Public Inquiry. This was noted by members.

Decision/Action: Noted

## 10. Papers Approved for Submission to SPA

7.5 – Annual Police Plan

7.6 – Budget 2022/23

7.7 – Financial Planning Framework

7.8 – Housing Strategy

## 11. AOCB

N/A

## 12. Review of Actions

Actions generated at agenda items –

7.2

8.5

## Future Meeting

The next meeting will take place Wednesday 13 April 2022. The Chair closed the meeting and thanked members for their input.