# Strategic Leadership Board - Discussion Summary

**Wednesday 13 December 2023**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Fiona Taylor Deputy Chief Constable Designate

Malcolm Graham DCC Local Policing

Jane Connors DCC Crime and Operational Support

Alan Speirs T/DCC Professionalism, Strategy and Engagement

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Tim Mairs ACC Local Policing East

Stuart Houston, T/ACC Professionalism and Assurance

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Katy Miller, Director of People and Development

James Gray Chief Financial Officer

Tom McMahon Director of Strategy and Analysis

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

Andrew Hendry Chief Digital Information Officer

## Others In Attendance

Raymond Higgins, Chief Superintendent, Divisional Commander

Hilary Sloan, T/Chief Superintendent, Road Policing (Representing ACC Ritchie)

National Sustainability Lead (Presenting Item 6.2)

Lynn Brown, Head of Corporate Finance (Presenting Item 6.3)

Budgeting Specialist (Presenting Item 6.3)

Kirsty-Louise Campbell, Head of Strategy and Innovation (Presenting Item 8.4)

Jen Aird, Superintendent, Strategic Engagement and Governance

Inspector, Executive Support (Observer)

Claire Hailstones, Secretariat, Committee Services

## Apologies

David Page Deputy Chief Officer

Emma Bond ACC Local Policing North

Steve Johnson ACC Local Policing West

Gary Ritchie ACC Operational Support

## 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 five could be closed. Action log updated accordingly.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with one decision made since November meeting.

Decision/Action: Noted

### 2.2.1 Policing our Communities Decision Table

DCCD Taylor presented an update on the Resource Prioritisation Group (Strategic). The group will be closed and a formal closure report provided. The ongoing open actions from the group will be remitted through the Change Board (DCC Connors) and through the newly established Resource Maximisation Group (T/DCC Speirs). This was noted by members.

### 2.3 Summary of Discussion

The summary of discussion was approved as a true and accurate reflection of the meeting held on 8 November 2023.

Decision/Action: Approved

**3.1 Blue Light Collaboration**

DCC Connors and CFO Gray provided an update to members on the background and ongoing work to define opportunities for efficiencies and collaboration between Police Scotland and Scottish Fire and Rescue Service.

An outline business case will be developed over the next 17 weeks with the aim of having it complete by April 2024. This will be developed by an external supplier. It was noted that this work will sit alongside the SERR work. This work will align with the organisational narrative and there will be a requirement to ensure the communications and engagement with the staff associations aligns. This was noted by members.

### Primary Boards

### 4.1 Strategic Organisational Performance Board

Director McMahon presented a report to update members on the Strategic Organisational Performance Board that took place on Monday 13 November. This included updates on the demonstration of the performance dashboards and Q2 Performance report. The dashboards have been previewed by SPA members and positive feedback received. There will be a trial of the dashboards in the private sessions of the SPA Policing Performance Committee in March 2024. There will be allocated time at the Executive Planning session on 10 January for the dashboards to be demonstrated. The Chief Constable requested that Chief Superintendents are invited along to the meeting to have the opportunity to learn about and become accustomed to the performance dashboards. This was noted by members.

### 4.2 Corporate Finance and People Board

DCC Graham presented a report to update members on the Corporate Finance and People Board that took place on Tuesday 5 December. This included updates on the financial monitoring, contact awards approved and duty modifications. It was also noted that estates transformation featured heavily and there were discussions around the upcoming police station closures and how consultation and communications will be managed. This was noted by members.

### 4.3 Change Board

DCC Connors presented a report to update members on the Change Board that took place on Tuesday 5 December. This included updates on the portfolio status and service design. It was noted that SERR will feature at future change boards and there will be linkages to the new Resource Maximisation Group. The Chief Constable noted that decision making around change and demand will be managed by a smaller group in order to accelerate and achieve the desired outcomes. Colleagues were reminded of the opportunities and forums available to challenge and contribute to these decisions. This was noted by members.

### 4.4 Health and Safety Board

T/DCC Speirs presented a report to update members on the Health and Safety Board that took place on 15 November. This included updates on the performance reports, OST and officer assaults. This was noted by members.

### 4.5 Wellbeing Governance Board

T/DCC Speirs presented a report to update members on the Wellbeing Governance Board that took place on 15 November. This included updates on the OH and Employee Assistance Programme, Lifelines Evaluation Report and the Trauma Impact Prevention Techniques. There were discussions around how training is provided, in person vs virtual particularly for prevention type of training.

**ACTION: T/DCC Speirs to provide a report on training methods and the balance of virtual vs in person, linking this to mandatory training. This is to be submitted to SLB then SPA.**

**ACTION: T/DCC Speirs and Director Miller to provide information on the wellbeing/employee assistance packages available to Criminal Justice Committee briefing material.**

### 4.6 Audit and Risk Board

T/DCC Speirs provided a verbal update on the Audit and Risk Board that took place on Tuesday 12 December. This included updates on the internal audit plan for 2024/25 and the ongoing audit recommendations across the business areas. This was noted by members.

### Portfolio Areas

### DCC Professionalism, Strategy and Engagement

### 5.1 Management Update

T/DCC Speirs provided an update on the ongoing work within his portfolio area, including The Police (Ethics, Conduct and Scrutiny) Bill, Policing Together – Portfolio Alignment, National Review of Tasking and Co-ordination, Strategic Threat Harm and Risk Assessment and Institutional Discrimination survey. This generated further discussions around the management of budgets, particular overtime and how probationer intakes will be managed into the next financial year.

**ACTION: T/DCC Speirs to provide a report on Recruitment and Profiling of Probationers for 2024/25. This will include proposals based on budget, course content and intake numbers This will be submitted to ORM on 8 January then SLB on 10 January.**

T/DCC Speirs also provided an update on the new Resource Maximisation Group and the remit will include recruitment, Probationers programme, promotions, transfers, leavers, duty modifications, corporate vs warranted officers posts, temporary and acting ranks and police staff movers.

**5.2 SIPR – Approach to Strategic Communications**

Chris Starrs presented a report to highlight the approach to strategic communications and behaviour campaigns and recommendations for good practice by Police Scotland to be shared across the public sector. This was noted by members.

### DCO Corporate Support

### 6.1 Management Board Update

CFO Gray presented a report from the Corporate Management and People Board which met on 28 November highlighting significant areas of portfolio business including modified duties and recruitment. This was noted by members.

### 6.2 Biodiversity Report

CFO Gray and Jen Cassells presented a report detailing our duty under the Nature Conservation Act to produce a Biodiversity Duty Report to Scottish Government every 3 years. This will contribute towards the diversity of our Environmental Strategy and protect our sustainability. This will be presented to Scottish Government through Nature Scotland and made available internally via our internet site.

DECISION: Members approved the report for onward transmission to Scottish Government.

### 6.3 2024/25 Budget Update

CFO Gray, Lynn Brown and Gemma Douglas presented a report to provide members with an update on the development of 2024/25 budget for revenue, capital and reform. The pack include different scenarios which can be used for strategic decision making. Members were asked to consider next steps, with key decisions required and further work likely following confirmation of the draft funding allocation. This was noted by members.

**ACTION: CFO Gray to provide a paper on budget position including workforce data to ORM on Monday 15 January.**

### 6.4 Modified Duties

Director Miller presented a report providing an update on the attrition of officers and an analysis of probationer performance. This paper had been tabled at the Corporate Finance and People Board on 5 December and was tabled at SLB for further executive discussion and awareness. It was agreed that the data provides insights, however a whole systems approach should be managed through Resource Maximisation Group. This was noted by members.

### 6.5 Managing Increases in Modified Duties

Director Miller presented a report providing members with a review of the current and future situation in terms of officers requiring duty modifications. This paper had been tabled at the Corporate Finance and People Board on 5 December and was tabled at SLB for further executive discussion and awareness. It was agreed that this should be managed through the Resource Maximisation Group and best practice and methodology should be further explored.

**ACTION: Director Miller to look at best practice and methodologies used across UK in order to progress the work on Duty Modifications.**

### 6.6 Employee Assistance Programme

DCC Graham presented a report to provide members with an update on the contract award for the Employee Assistance Programme. This paper had been tabled at the Corporate Finance and People Board on 5 December and was tabled at SLB for further executive discussion and awareness. This was noted as a good piece of work and the benefits available to staff and officers were discussed. This was noted by members.

### DCC Crime and Operational Support

### 7.1 Management Board Update

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 22 November. Updates were provided on the Intelligence Policing Programme and the Strategic Response to Fraud.

ACC Freeburn provided a detailed update on the Intelligence Policing Programme.

### 8 DCC Local Policing

### 8.1 Management Board Update

DCC Graham presented a report from the Local Policing Management Board which met on 28 November. This included updates on Modernising Contact Engagement, Local Policing Programme, Public Confidence and Trust and Legislative Change. This was noted by members.

### 8.2 Criminal Justice Improvement Plan

ACC Middleton presented a report to provide an update on the work undertaken including the themes, ambitions, priority areas and timescales. This was noted by members.

### 8.3 Public Trust and Confidence

Kirsty-Louise Campbell presented a report to provide an overview and update on the measurement of public confidence, user experience and factors affecting public trust. It was agreed that this work should be built into the performance reporting and the Strategic Organisational Performance Board. It was agreed that victim updates could be built into the training that ACC Middleton is looking at.

ACTION: ACC Middleton to provide an update paper for SLB in February regarding how we design-in in better victim contact performance.

### 8.4 COSLA/Police Scotland/SPA Partnership Delivery Plan

ACC Mairs presented a report to detail the COSLA/Police Scotland/SPA Partnership Delivery Plan and the work that has been carried out to date. This sets out how the agencies will work collaboratively to progress the objectives set in the Partnership Agreement. This was approved by members for onward transmission to the SPA Policing Performance Committee on 7 March 2024.

**DECISION: Approved by members for onward transmission to the SPA Policing Performance Committee on 7 March 2024.**

### 9. Papers Approved for Submission to SPA

Item 8.4 - COSLA/Police Scotland/SPA Partnership Delivery Plan - SPA Policing Performance Committee on 7 March 2024.

### 10. AOCB

Nil

### 11. Review of Actions

Item 4.5 T/DCC Speirs to provide a report on training methods and the balance of virtual vs in person, linking this to mandatory training. This is to be submitted to SLB then SPA.

Item 4.5 T/DCC Speirs and Director Miller to provide information on the wellbeing/employee assistance packages available to Criminal Justice Committee briefing material.

Item 5.1 T/DCC Speirs to provide a report on Recruitment and Profiling of Probationers for 2024/25. This will include proposals based on budget, course content and intake numbers This will be submitted to ORM on 8 January then SLB on 10 January.

Item 6.3 CFO Gray to provide a paper on budget position including workforce data to ORM on Monday 15 January.

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Item 8.3 ACC Middleton to provide an update paper for SLB in February regarding how we design-in in better victim contact performance.

## Future Meeting

The next meeting will take place on 10 January in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.