### Strategic Leadership Board - Discussion Summary

### Wednesday 10 August 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

Steve Johnson ACC Local Policing West

Emma Bond ACC Local Policing North

Tim Mairs ACC Local Policing East

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Kenny MacDonald ACC Criminal Justice (rep DCC Kerr)

Mark Williams ACC Operational Support

Andy Freeburn ACC Organised Crime, CT and Intelligence

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

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

Phil Davison, Chief Supt, Divisional Commander

Nicola Russell, Supt PPCW (Presenting Item 6.5)

Mark Hargreaves, Chief Supt (Presenting Item 6.6)

Damian Shannon, Health and Wellbeing Manager (Presenting Item 7.4)

Nicola Kilbane, Detective Chief Inspector (Presenting Item 7.6)

Kirsty Louise Campbell, Head of Strategy and Innovation (presenting Item 7.7)

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

Alan Speirs ACC Professionalism & Assurance

Bex Smith ACC Major Crime, Public Protection and Local Crime

### Chair’s Opening Remarks

### 1.1 Welcome and Introduction

DCC Taylor welcomed all attendees to the meeting, held in the Court Room at Tulliallan, and confirmed that she would chair the meeting as the Chief Constable was representing Police Scotland at an international policing conference in Canada.

### 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. An update was provided in respect of the one open action, which will be managed as part of corporate communications business as usual activity. It was agreed that this action could now be closed.

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 20 July 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 20 July.

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

DCO Page presented a report from the Corporate Finance and People Board which met on 2 August, highlighting significant areas of discussion, including the pension review full business case, the annual procurement report and contract awards. This was noted by members.

Following the update, there was significant discussion on the potential short, medium, and longer term implications for policing, arising from the Scottish Government’s Resource Spending Review. This included consideration of a number of concurrent work streams in respect of resource deployment and prioritisation to meet policing demand. It was acknowledged that these work streams must be aligned, and areas of responsibility clearly understood, in order to avoid duplication of effort and the potential for confusion. This will be considered as part of the ongoing oversight of Force governance arrangements. This was noted by members

Decision/Action: Noted

### 4.2 Change Board

DCC Taylor presented a report from the Change Board which met on 2 August, highlighting significant areas of discussion including portfolio overview, risk and benefits overview, design update, various business cases and reform funding. This was noted by members.

Decision/Action: Noted

### 4.3 Organisational Delivery and Design Group

ACC MacDonald presented a report from the Operational Delivery Board which met on 26 July, highlighting significant areas of discussion including the policing response to protest activity, cost of living impact, and demand baselining. This was noted by members.

### Portfolio Areas

### 5. DCC Crime and Operational Support

### 5.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 4 August, highlighting significant areas of portfolio business including the continued development of the Violence Against Women and Girls strategy, On Call Review, Event Cost Recovery, and National Footwear. This was noted by members.

Decision/Action: Noted

### 5.2 Impact and Consequences of COVID

DCC Graham and Chief Supt Thomas provided a verbal update on the impact and consequences of COVID, including an update on current absence levels and work to capture learning from the Operation Talla response. This was noted by members.

Decision/Action: Noted

### 5.3 National Crime Agency Joint International Crime Centre (JICC)

ACC Freeburn presented a report and provided an update on the development of the National Crime Agency JICC, and ongoing considerations in respect of the extent of Police Scotland’s future involvement. It was confirmed that as development work is still ongoing, no formal decision was requested of SLB. This was noted by members, who were supportive of the direction of travel.

### 6. DCC Local Policing

### 6.1 Management Board Update

ACC MacDonald presented a report from the Local Policing Management Board which met on 27 August, highlighting significant areas of portfolio business including ongoing work in respect of resource deployment and availability, rank ratios, and inter-agency processes. This was noted by members.

Decision/Action: Noted

### 6.2 Public Confidence

In the absence of ACC Bond, who had left the meeting due to an ongoing operational incident, members confirmed they had noted the content of the standing agenda item public confidence report, with no issues to be raised by exception.

Decision/Action: Noted

### 6.3 Criminal Justice Update

ACC MacDonald presented a report in relation to work being undertaken within Criminal Justice Services Division, and across the wider criminal justice system, including work in respect of children in custody, virtual custody court arrangements, and reducing unnecessary officer attendance at court. This was noted by members.

Decision/Action: Noted

### 6.4 C Division – Resource and Service Delivery Update

ACC Bond presented a report, outlining current resource challenges within C3 Division, and mitigation actions which have been implemented or proposed. It was confirmed that a proposed uplift in resource would be accommodated within the C3 Division budget and through resource re-alignment within the Division. This was noted by members who expressed support for the mitigation actions, with any resource uplift to be considered by the Organisational Design and Delivery Group.

### 6.5 Global Policing Exchange

ACC Ritchie and Supt Nicola Russell presented a report which provided an update on Police Scotland’s involvement in the Global Policing Innovation Exchange Programme (GPX), and sought approval to participate in the GPX Leadership Programme Pilot. During discussion, further information was sought in respect of the pilot programme’s connection with Police Scotland’s Leadership and Talent arrangements, and other areas including governance, accessibility, costs, and legal position. The direction of travel was noted, with an updated report to be presented to a future SLB, following initial consideration by the Professionalism, Digital and Transformation Management Board.

Decision/Action: Not approved at this stage – further work required.

### 6.6 Rank Ratios

ACC Mairs and Chief Supt Hargreaves presented a report highlighting review work which has been ongoing in respect of rank ratios across Police Scotland, and seeking approval of seven recommendations for progression by the Short Life Working Group. During discussion, it was stressed that work in this regard required to be aligned to the relevant Strategic Workforce Plan national work stream. It was confirmed that if approved, the intention was to disaggregate the overall recommendations and align with relevant business as usual work streams for progression. Members supported the direction of travel, and approved the recommendations, subject to these being aligned to and progressed by relevant business areas. An update on progress was requested to be brought to SLB in six months.

DECISION: Recommendations approved.

ACTION: Recommendations to be disaggregated and action plan developed to support progression by relevant business areas and work streams.

### 7. DCC Professionalism, Digital and Transformation

### 7.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Digital and Transformation Management Board which met on 25 July, highlighting significant areas of portfolio business including Wellbeing, Your Voice Matters, Whistleblowing, and Leadership. This was noted by members.

### 7.2 Equality, Diversity and Inclusion Update

DCC Taylor presented a report providing an overview of the Equality, Diversity and Inclusion work being carried out by Police Scotland, including ongoing engagement with a number of external stakeholders, and the significant work being undertaken to develop the Police Scotland Equality, Diversity and Inclusion Strategy. This was noted by members.

### 7.3 Bi Annual Leadership Update

Director Helliker presented a report which outlined progress in respect of a number of aspects of leadership development, including Your Leadership Matters, My Career, Police Leadership Development Programme, and Collaborative Leadership. Following discussion, this was approved for onward transmission to SPA People Committee.

DECISION: Approved for onward transmission to SPA People Committee.

### 7.4 Q1 Wellbeing Report

Damian Shannon presented a report in respect of Q1 wellbeing information, highlighting areas of interest including TRiM impact, mental health awareness, learning and development and ill health retirement processes. Following discussion, this was approved for onward transmission to SPA People Committee.

DECISION: Approved for onward transmission to SPA People Committee.

### 7.5 Self-Evaluation Approach

Chief Supt Thomas presented a report which sought approval for proposals to develop and extend Police Scotland’s approach to self-evaluation. Following discussion, including consideration of likely demand impact on business areas, this was approved.

DECISION: Proposed self-evaluation approach approved.

### 7.6 Whistleblowing Update

DCI Nicola Kilbane presented a report which provided an update on Police Scotland’s Whistleblowing data for 2021-22, and outlined proposed actions to ensure continuous improvement in 2022-23. It was confirmed that the report had already been considered by the SPA Audit, Risk and Assurance Committee in July. This was noted by members.

### 7.7 Equality, Diversity and Inclusion Strategy

Director McMahon and Kirsty Louise Campbell presented the draft EDI Strategy, acknowledging feedback received to date, and seeking any additional feedback to enable the draft strategy to be finalised. It was confirmed that the intention is to present the final draft to SLB in September. This was noted by members.

### 8. DCO Corporate Services, People and Strategy

### 8.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 25 July, highlighting significant areas of portfolio business including current financial position and ongoing consideration of the Resource Spending Review. This was noted by members.

### 8.2 People and Development Update

Director Helliker presented a report detailing key work within the People and Development business area, with key highlights including pension reform impact and ongoing negotiations in respect of pay awards. This was noted by members.

### 8.3 Q1 People Management Information Report

Director Helliker presented a report highlighting key management information in respect of Q1. This was noted by members.

### 8.4 Duty Modifications

Director Helliker presented a report highlighting ongoing work in respect of duty modifications, including work to implement previously agreed recommendations. This was noted by members.

### 8.5 Workforce Impact of Changes to Police Pensions

Director Helliker presented a report which outlined the current impact arising from recent changes to police pension arrangements. Following discussion, this was approved for onward transmission to SPA People Committee.

## DECISION: Approved for onward transmission to SPA People Committee.

### 9. Papers Approved for Submission to SPA

Item 7.3 Bi Annual Leadership Update

Item 7.4 Q1 Wellbeing Report

Item 8.5 Workforce Impact of Changes to Police Pensions

### 10. AOCB

N/A

### 11. Review of Actions

Actions generated at agenda items –

6.6

### Future Meeting

The next meeting will take place 8 September 2022 in the Court Room.

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