# Strategic Leadership Board - Discussion Summary

Wednesday 12 July 2023

## Board Members in Attendance

Sir Iain Livingstone Chief Constable (Chair)

Fiona Taylor DCC Professionalism, Strategy and Engagement

Jane Connors DCC Crime and Operational Support

David Page Deputy Chief Officer

Steve Johnson ACC Local Policing West

Andy Freeburn ACC Organised Crime, CT and Intelligence

Mark Williams ACC Operational Support

Emma Bond ACC Local Policing North

Tim Mairs ACC Local Policing East

Alan Speirs ACC Professionalism and Assurance

Katy Miller, Director of People and Development

Andrew Hendry Chief Digital Information Officer

## Others In Attendance

Laura Waddell, Chief Supt, Divisional Commander Representative

Martin MacLean, Detective Chief Superintendent, Public Protection, (Presenting Item 6.2)

Jane Gordon, Human Rights Lawyer, (Presenting Item 7.2)

Gillian Docherty, Chief Superintendent, Governance, Audit and Assurance (In attendance for section 7)

Matt Richards, Chief Superintendent (Representing ACC Ritchie)

Tina MacLucas, Principal Analyst, (Representing Director McMahon)

Lynn Brown, Head of Corporate Finance (Representing CFO Gray)

James Douglas, Legal Services Manager (Representing Duncan Campbell)

Steve Smith, Head of News (Representing Chris Starrs)

Jen Aird Supt, Strategic Engagement and Governance

Evelyn Struthers, Inspector (Observer)

Claire Hailstones, Secretariat, Committee Services

## Apologies

Malcolm Graham DCC Local Policing

Bex Smith ACC Major Crime, Public Protection and Local Crime

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Chris Starrs Head of Corporate Communications

Duncan Campbell Chief Legal Officer

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

The Chair welcomed all attendees to the meeting, held in the Court Room at the Scottish Police College.

## 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 no outstanding actions.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with no decisions made since June 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 7 June 2023.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

An update was provided by ACC Bond 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 provided an update from the Corporate Finance and People Board which met on 4 July, highlighting significant areas of discussion including financial monitoring, contract awards, losses and write offs and probationer intakes. This was noted by members.

## 4.2 Change Board

DCC Taylor provided an update from the Change Board which met on 4 July, highlighting significant areas of discussions including updates on business cases and service design demand. This was noted by members.

## 4.3 Audit and Risk Board

DCC Taylor presented a report from the Audit and Risk Board which met on 13 June highlighting significant areas of discussion which included progress outlined in the Audit and Assurance annual report, and an update on the National Fraud Initiative. This was noted by members.

## 4.4 Environmental Sustainability Board

DCO Page presented a report from the Environmental Sustainability Board which met on 8 June, highlighting areas of discussion including green leaders’ network, the Q4 electricity consumption update, work ongoing around single use plastic bottles and sustainable hydration for officers and project funding opportunities. This was noted by members.

**4.5 Resource Prioritisation Group (Strategic)**

DCO Page presented a report from the Resource Prioritisation Group (Strategic) which met on 29 June. The group had agreed the need to restructure the group and meet again on 31 July to progress focussed discussions.

## Portfolio Areas

### DCC Local Policing

## 5.1 Management Board Update

ACC Bond presented a report from the Local Policing Management Board which met on 28 June highlighting areas of portfolio business including Officer and staff engagement sessions on institutional discrimination, succession planning following Sergeant’s promotion process and ongoing work around Public Help Points. This update was noted by members.

### 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 28 June. Members had discussed the Air Support strategy which had been adapted to reflect changes to terminology regards the use of drones. Additional discussions pertained to policy around Casualty Management, which was being reported into the Health and Safety board. This update was noted by members.

## 6.2 Misogyny Consultation

DCC Connors and DCS MacLean presented a report in relation to the introduction of a Bill in Scottish Parliament that will give effect to proposals for misogyny criminal law reform. Members discussed the impact of implementing the proposed legislation regards training and system updates. It was agreed that the observations raised (as listed within the report), would be included in the return to the Scottish Government questionnaire.

DECISION: Agreed position to be fed back to Scottish Government**.**

### DCC Professionalism, Strategy and Engagement

## 7.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Strategy and Engagement Management Board which met on 5 July. This update was noted by members.

## 7.2 Human Rights Baseline Assessment

ACC Mairs introduced this item, welcoming Jane Gordon, Human Rights Lawyer, to present her report in relation to Police Scotland’s approach and development of a Human Rights framework. The final report is complete and sets out a series of recommendations to support the development of a framework.

ACTION: ACC Policing Together to review the covering paper and ensure the language used within, is reflective of Police Scotland’s approach.

DECISION: Endorsement of the baseline assessment.

The ongoing development and management of the framework is to align with Policing Together governance with next steps being considered at Human Rights Short Life Working Group on 9 August.

Further consideration required regards how the gaps in human rights advice are addressed.

 Report to progress to SPA - route and timing yet to be determined.

## 7.3 Public Inquiries Update

ACC Speirs presented an update on the ongoing public inquiries. An overview of the lessons learned and organisational learning from Operation Tarn were presented to members. This was noted.

## 7.4 Policing Together Update

ACC Speirs presented a report which provided an update (standing agenda item) on various strands of Policing Together activity being undertaken by Police Scotland. This was noted by members.

## 7.5 Casey Review Report

ACC Speirs presented a report on the 16 recommendations contained within the Casey Report, highlighting that some had more relevance to Police Scotland than others. This work has been overlapped with the work ongoing as part of the HMICS inspection on Organisational Culture. The Chief Constable confirmed he was satisfied that all due rigour was being applied around reviewing processes and actively embedding recommendation action through Policing Together.

## 7.6 Operation Sonnis

ACC Speirs provided an update on our response to the Public Inquiry in relation to covid-19 response across UK and Scotland. It was noted that the Scottish section will not commence until January 2024. This was noted by members.

## 7.7 RPE Policy

ACC Speirs and CS Docherty presented a report on the RPE Policy, following a review of H&S assessments and engagement and consultation with the Health and Safety Executive and staff associations as part of the Short Working Life Group (SLWG). It was agreed that following review of the policy and listening to lived experiences, implementation of policy will be postponed for 12 months following which a further review shall be undertaken. The SLWG will continue throughout this period and consider ongoing research and testing.

DECISION: Implementation of the policy to be reviewed in 12 months’ time. Corporate Communications to progress media lines in accordance with this decision.

# 8. DCO Corporate Support

**8.1 Management Board Update**

DCO Page presented a report from the Corporate Management and People Board which met on 26 June highlighting significant areas of portfolio business. This was noted by members.

**8.2 People and Development Update**

Director Miller presented a report covering the key areas of activities within P&D. This included Your Leadership Matters and the People Leadership Programme. This was noted by members.

**8.3 Duty Modifications Update**

Director Miller presented a report, providing an update on the recommendations arising from the Duty Modifications Task Force (DMTF). This included a review of membership for the DMTF and a refinement in the processes around assigning individuals with modification requirements into suitable vacancies. This was noted by members.

**8.4 Your Leadership Matters and Police Management Development Programme**

Director Miller presented a report to provide an update on both programmes. It was acknowledged that due to competing demands, Leadership and Talent required to consider ongoing activity to ensure best use of resources and prioritised content. Members noted their support in terms of the direction of travel.

**8.5 Budget Pressures**

DCO Page presented a report which presented several tactical options to bring the budget back in line. As a result of 3.7% reduction in officers, capability and service delivery levels need to be adjusted. The options and actions were discussed by members, and it was agreed that further discussions with staff associations need to take place in the first instance. It was also noted that there will be extended discussions at an extra ordinary Resource Prioritisation Group (strategic) arranged for 31 July.

DECISION: Recommendation Noted only. No Decision. Further discussion to progress at RPG(S) and a revised paper presented to SLB in August.

## 9. Papers Approved for Submission to SPA

Item 7.2 – Route to be determined.

## 10. AOCB

DCC Taylor highlighted that this was Sir Iain’s final Senior Leadership Board pending his retirement in August. DCC Taylor thanked the Chief Constable for his strong leadership and decision making which had ensured efficient and effective discharge of, and progression with, organisational business. All members applauded the Chief Constable and wished him well in his forthcoming retirement.

## 11. Review of Actions

Nil

## Future Meeting

The next meeting will take place 15 August in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.