# Strategic Leadership Board - Discussion Summary

Wednesday 7 June 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

Malcolm Graham DCC Local Policing

David Page Deputy Chief Officer

Bex Smith ACC Major Crime, Public Protection and Local Crime

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

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Alan Speirs ACC Professionalism and Assurance

Katy Miller, Director of People and Development

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Chris Starrs Head of Corporate Communications

Andrew Hendry Chief Digital Information Officer

Duncan Campbell Chief Legal Officer

## Others In Attendance

Phil Davison, Chief Supt, Divisional Commander Representative

Jen Aird Supt, Strategic Engagement and Governance

Nigel Thacker, Chief Inspector (Observer)

Keith Campbell, Inspector (Observer)

Gary Watret, Head of Purchasing and Logistics (Presenting Item 7.3)

Claire Hailstones Secretariat, Committee Services

## Apologies

Steve Johnson ACC Local Policing West

## 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 one action (01/2023) approved for closure.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with no decisions made since May 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 10 May 2023.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

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

Decision/Action: Noted

## 4. Force Primary Boards

## 4.1 Strategic Organisational Performance Board

The Chief Constable presented a report from the Strategic Organisational Performance Board which met on 15 May, highlighting significant areas of discussion including quarterly performance reporting. This was noted by members.

## 4.2 Corporate Finance and People Board

DCO Page provided an update from the Corporate Finance and People Board which met on 6 June, highlighting significant areas of discussion including financial monitoring and the use of overtime. This was noted by members.

## 4.3 Change Board

DCO Page provided an update from the Change Board which met on 6 June, highlighting significant areas of discussions including updates on business cases. This was noted by members.

**4.4 Resource Prioritisation Group (Strategic)**

**Discussion Summary**

DCC Graham presented a report from the Resource Prioritisation Group (Strategic) which met on 26 May, highlighting significant areas of discussion including engagement with staff associations, progress made towards operating model and creation of permanent functions. The co-ordination of the seven work streams will be managed by the tactical group. This was noted by members.

**Request to Realign Police Officer posts**

ACC Ritchie and Director Miller presented a report outlining the requirements needed for new functions to be created, this included examples such as International Academy, Positive Action Team and Your Safety Matters. These units were previously resourced through permanent non establishment posts. It was agreed that option 3 was the preferred option. Work will continue on the resource prioritisation with a view to a further update being brought back to July SLB if required.

DECISION: Option 3 approved.

## 4.5 Health and Safety Board

DCC Taylor presented a report from the Health and Safety Board which met on 12 May highlighting significant areas of discussion including ongoing estates work and alignment to Your Safety Matters activities. This was noted by members.

## 4.6 Wellbeing Governance Board

DCC Taylor presented a report from the Wellbeing and Governance Board which met on 12 May, highlighting significant areas of discussion including wellbeing champion’s network and preventative measures. This was noted by members.

## Portfolio Areas

### DCC Crime and Operational Support

**DCC Crime and Operational Support**

## 5.1 Management Board Update

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 29 May, highlighting significant areas of portfolio business. This was noted by members.

## 5.2 Re-rostered Rest Days Update

ACC Williams presented a report which provided members with an update on the findings of the Short Life Working Group. The report was presented at Police JNCC on 1 June and endorsed by members. The recommendations were approved by members.

DECISION: Recommendations approved.

## 5.3 Summer Demand

ACC Williams presented a report to provide a look forward across summer months in terms of demand for events, overlaid with training, leave, court and RRRDs. This provided acknowledgement of the demand requirements over the next 3 months. The information had been discussed and shared with Divisional Commanders. This was noted by members.

## 5.4 Police Scotland’s approach to tackling Fraud

ACC Freeburn presented a report detailing how we can develop our approach to tackling fraud, taking cognisance of the UK Fraud Strategy and how we can support the operating model co-ordinating group. This was discussed with members with concerns raised regarding funding. Members approved the direction of travel, however acknowledged that further work is required on the strategy.

DECISION: Members supported the direction of travel.

## 5.5 Cyber Security – Incident Response Strategy – Chief Officer Cadre

ACC Freeburn presented a report outlining a proposal for Police Scotland to join a cadre of Chief Officers on a rota basis in order to provide cover in the event of a systems and data cyber-attack on policing. This was approved by members.

DECISION: Approved by members.

# 6. DCC Professionalism, Strategy and Engagement

**DCC Professionalism, Strategy and Engagement**

## 6.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Strategy and Engagement Management Board which met on 28 May. This highlighted significant areas of portfolio business. This was noted by members.

## 6.2 Operation Tarn

ACC Speirs presented a report which provided an update on all aspects of the Public Inquiry. This was noted by members.

## 6.3 SIRO Assurance

ACC Speirs presented a report to provide members with an update on the position of the previous financial year in terms of information and risks. This was noted by members.

## 6.4 Policing Together Update

ACC Duncan presented a report which provided an update on various strands of Policing Together activity being undertaken by Police Scotland including SETM and Hate Crime Campaign. This was noted by members.

## 6.5 Wellbeing Champions Network

Director Miller presented a report detailing the wellbeing champion’s network and how this could be relaunched across the organisation to provide more energy and increase the geographical footprint. This was approved by members.

DECISION: Approved by members**.**

## 6.6 Wellbeing Preventative Measures

Director Miller presented a report detailing the preventative measures that are proposed in terms of our response and application. These included wellbeing assessments and resilience assessments with increased targeted support. There were discussions regarding how resilience is built into the probationer training going forward. This was approved by members.

DECISION: Approved by members.

# 7. DCO Corporate Support

**7.1 Management Board Update**

DCO Page presented a report from the Corporate Management and People Board which met on 22 May highlighting significant areas of portfolio business including budget updates and electric fleet. This was noted by members.

**7.2 People and Development Update**

Director Miller presented a report covering the key areas of activities within P&D. This included work on SCoPE regarding immediate need then looking to future policing options, Duty Modifications and the support provided to individuals, ongoing resetting of relationships with staff associations and the evaluation of Your Leadership Matters. This was noted by members.

**7.3 Electronic Requisitioning of Stores and Logistics**

CFO Gray and Gary Watret presented a report to provide an update on the progress of the digital transformation and professionalisation of the stores and logistics function. This has been done in conjunction with Enabling Future Policing team to review processes and provide an increased customer experience. The next steps include asset management and a lifecycle system. This was noted and approved by members.

DECISION: Approved by members.

**7.4 Strategic Efficiency Reinvestment Review**

CDIO Hendry provided members with the proposed approach to the broader rollout of the SERR across the force. This was discussed by members and approved for phase 1 rollout.

DECISION: Approved.

**7.5 Digital Strategy and Target Operating Model**

CDIO Hendry presented members with the strategic outline business case and roadmaps detailing the work being undertaken. This has been well socialised across different forums and meetings. The cost and funding requirements were noted and discussed by members. This was approved for onward transmission to SPA Resources Committee and SPA Board in August.

DECISION: Approved for onward transmission to SPA.

## 8.DCC Local Policing

**8.1 Management Board Update**

DCC Graham presented a report from the Local Policing Management Board which met on 23 May highlighting significant areas of portfolio business including events planning and legislative changes. This was noted by members.

**8.2 Legislative Changes**

ACC Middleton presented a report detailing the enacted and pending legislative changes and the impact on Police Scotland. This was discussed by members and the recommendations outlined approved.

DECISION: Recommendations approved.

**8.3 Volunteering Update**

ACC Bond presented a report to provide members with visibility of the ongoing work of the PSYV and Specials. This was noted by members.

**8.4 Edinburgh Futures Institute**

ACC Ritchie presented a report to provide an update on the development of the Scottish Prevention Hub at EFI at the University of Edinburgh, in collaboration with Public Health Scotland. This is an innovation programme around use of evidence and data across partners. The MOU requires further work, which at this point if signed, would only show our commitment to collaboration.

DECISION: Members approved the direction of travel. Further work to be done with Legal Services on the MOU.

**8.5 Local Policing Service Delivery Review**

ACC Mairs presented a report detailing the presentation that will be given to SPA Board members on 8 June as part of their seminar day. This details the outputs and benefits of the programme.

DECISION: Content approved for SPA board members seminar.

## 9. Papers Approved for Submission to SPA

Item 7.5 Digital Strategy and TOM

Item 8.5 LPSDR Presentation

## 10. AOCB

CDIO Hendry provided members with an update on the ongoing ICT issues.

## 11. Review of Actions

Nil

## Future Meeting

The next meeting will take place 12 July in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.