# Strategic Leadership Board - Discussion Summary

Wednesday 13 September 2023

## Board Members in Attendance

Fiona Taylor Deputy Chief Constable Designate (Chair)

Alan Speirs T/DCC Professionalism, Strategy and Engagement

Steve Johnson ACC Local Policing West

Andy Freeburn ACC Organised Crime, CT and Intelligence

Gary Ritchie ACC Operational Support

Tom McMahon Director of Strategy and Analysis

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

Andrew Hendry Chief Digital Information Officer

Katy Miller, Director of People and Development

## Others In Attendance

Paul Wilson, Chief Superintendent, C3 Division (Representing ACC Bond)

Gillian Docherty, Chief Superintendent, Governance Audit and Assurance (Representing T/ACC Houston)

Patrick Brown, Head of Finance (Representing CFO Gray)

Gordon McCreadie, Chief Superintendent (Representing ACC Middleton)

Jen Aird, Superintendent, Strategic Engagement and Governance

Michael Ness, Inspector, Executive Support (Observer)

Claire Hailstones, Secretariat, Committee Services

## Apologies

Jane Connors DCC Crime and Operational Support

David Page Deputy Chief Officer

Malcolm Graham DCC Local Policing

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Tim Mairs ACC Local Policing East

Emma Bond ACC Local Policing North

Faroque Hussain T/ACC Partnerships, Prevention and Community Wellbeing

Stuart Houston, T/ACC Professionalism and Assurance

James Gray Chief Financial Officer

Bex Smith ACC Major Crime, Public Protection and Local Crime

## 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 two actions ongoing.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with no decisions made since August 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 15 August 2023.

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

CDIO Hendry provided an update from the Corporate Finance and People Board which met on 5 September, highlighting significant areas of discussion including P4 Financial Monitoring, property purchase and disposal and grant approvals. This was noted by members.

### 4.2 Change Board

CDIO Hendry provided an update from the Change Board which met on 5 September, highlighting significant areas of discussions including updates on portfolio status and training requirements. This was noted by members.

ACTION: T/DCC Speirs to review mandatory training across Force. A proposal with options to be brought to SLB in November and to encompass the frequency of training requirements, consideration of the Resource Deployment Unit Review and online packages vs in person training.

### 4.3 Audit and Risk Board

CDIO Hendry presented a report from the Audit and Risk Board which met on 31 August 2023, highlighting significant areas of discussion which included internal audit feedback, annual report of accounts and pilot assurance risk review. This was noted by members.

ACTION: Clarity to be provided on how internal audit activity and requests are generated and areas of business selected.

### 4.4 Resource Prioritisation Group

ACC Ritchie presented a report from the Resource Prioritisation Group (Strategic) which met on 4 September, and covered the decisions, actions and outcomes that were generated at the meeting. It was agreed that there will continue to be briefings to staff and officers every month after RPGS meetings. An update on the ongoing negotiations around Police Staff pay and reward was provided by Director Miller. This was noted by members.

**4.5 Health and Safety Board**

CDIO Hendry presented a report from the Health and Safety Board which met on 16 August. This included an update on fire safety, estates, OST, performance reporting and training. This was noted by members.

## 4.6 Wellbeing Governance Board

Director Miller presented a report from the Wellbeing Governance Board which met on 16 August. This included an update on risks, mental health support pilot, occupational health retendering process and People Direct New Service. This was noted by members.

### Portfolio Areas

## 5. DCC Professionalism, Strategy and Engagement

## 5.1 Management Board Update

T/DCC Speirs presented a report from the Professionalism, Strategy and Engagement Management Board which met on 28 August 2023. This included updates on the PSD VAWG Policy, Independent Data Ethics Group and Historic Data Wash. Further investigation is required to understand the recommendation that Police Scotland take on responsibility of the Independent Data Ethics Group (IDEG) following SPA no longer being in a position to establish or run the group.

A further update was provided in terms of vetting. The random vetting policy will require sign off by staff associations prior to the HMICS Vetting review report publication. It was also noted that feedback on designated posts requiring vetting should be returned by October with the programme of works due to be completed by end of financial year. This update was noted by members.

ACTION: SEMPER report (Approach to Strategic Communications) to be brought to a future SLB meeting for discussion. This should be done after the internal briefing sessions.

## 5.2 Public Inquiries Update

CS Docherty presented an update on the ongoing public inquiries, including timescales for further hearings. This was noted by members.

## 5.3 Policing Together Update

ACC Johnson presented a report which provided an update (standing agenda item) on various strands of Policing Together activity being undertaken by Police Scotland. This included the work of the Policing Together Tactical Group; the work being undertaken to deconflict the EDI and Policing Together Strategy implementation plan and the Diversity Staff Association Collaboration Group. This was noted by members.

## 5.4 Historic Data Wash

T/DCC Speirs presented a report providing an update on the completion of a review of data returned to Police Scotland from the Police Crime Prevention Initiatives in respect of the workforce check against the Police National Database, in line with the UK wide Historic Data Wash Integrity Screening Exercise. It was noted that the results of the return highlighted the integrity of the organisation, and the results will be made available to officers and staff in line with wider publication by NPCC. This was noted by members.

### 6. DCC Corporate Support

**6.1 Management Board Update**

CDIO Hendry presented a report from the Corporate Management and People Board which met on 28 August highlighting significant areas of portfolio business. This was noted by members.

## 6.2 People and Development Update

Director Miller presented a report covering the key areas of activities within P&D. This included an update on ill health retirals, evaluation of People Managers Development Programme, mediation training and probationer intakes. This was noted by members.

## 6.3 Duty Modifications

Director Miller presented a report, providing an update on the recommendations from the Duty Modifications Task Force which has reviewed processes for individuals requiring a modification to their duty. Outputs from the group include the creation of a national panel and an agreed document set. Formal sign off after consultation will be required by SLB and paper will be brought back to October or November SLB for approval.

## 6.4 Police Housing: Tax Implications and Charging for Occupancy

Director Miller presented a report providing options on how to address the tax compliance risk and occupancy charging for police officers residing in police houses. It was recognised that this is a complex piece of work which requires a collective executive agreement. The report was noted by members and remitted to ORM for final approval where all members of the Executive will be in attendance.

ACTION: Prior to the report being presented at ORM, further clarification to be provided and the report to be updated .

DECISION: Not approved. Report to be remitted to ORM on 2 October following presentation to LPMB on 26 September.

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### 7. DCC Local Policing

**7.1 Management Board Update**

ACC Johnson presented a report from the Local Policing Management Board which met on 30 August highlighting areas of portfolio business including mental health demand and response, HMICS CAM review, Stop and Search Dashboard and CJ Improvement plan. This update was noted by members.

## 7.2 C3 Call Handling

CS Wilson presented a report outlining the significant change in contact volume profile (101 calls, 999 calls, and emails) experienced since the Covid-19 pandemic. This included sustained annual growth in 999 call volume over the last 5 years. The impact on the use of overtime and absence rates were discussed. This was noted by members. A note of thanks was given to CS Wilson and the C3 Teams, given that satisfaction levels are sitting at 85%.

DECISION: Paper noted by members. No approval given for request to consider proposals on revised workforce mix.

DECISION: P&D and Finance to review the totality of budget and flexibility of staffing model in service centre. This work to be managed through the RPG(S).

## 7.3 HMICS Contact Assessment Model Review

CS Wilson presented a report to provide an update on the HMICS report on CAM. This included an update on the 8 recommendation and areas of development. This was noted by members and approved for onward submission to HMICS and SPA.

DECISION: Approved.

## 7.4 Criminal Justice Improvement Plan

CS McCreadie presented a report to provide an update on the comprehensive plan and priority areas for the Criminal Justice Improvement Group. This included an update on the three thematic areas; direct measures, case management and time spend at court. This was noted by members.

## 7.5 Stop and Search Public Facing Dashboard

ACC Johnson provided an update on the ongoing work being conducted by the DPU to produce a public facing dashboard containing stop and search stats which will be accessed via the Police Scotland intranet. Following the test phase, a demonstration and paper will come back to SLB for final approval. This was noted by members.

### 8. DCC Crime and Operational Support

**8.1 Management Board Update**

ACC Ritchie presented a report from the Crime and Operational Support Management Board which met on 28 August. This update was noted by members.

### 9. Papers Approved for Submission to SPA

Item 7.3 HMICS CAM Review

### 10. AOCB

ACC Johnson raised the matter of the impact of covid on working practices. Director Miller agreed to take this matter off table for review.

### 11. Review of Actions

Item 4.2

Item 5.1

Item 6.4

## Future Meeting

The next meeting will take place 11 October in the Court Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.