# Strategic Leadership Board - Discussion Summary

**Wednesday 8 May 2024**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Jane Connors DCC Local Policing

Bex Smith DCC Crime and Operational Support

Alan Speirs DCC Professionalism, Strategy and Engagement

Steve Johnson ACC Local Policing West

Gary Ritchie ACC Operational Support

Wendy Middleton ACC Criminal Justice

Emma Bond ACC Local Policing North

Tim Mairs ACC Local Policing East

Andy Freeburn ACC Organised Crime, CT and Intelligence

Andrew Hendry Chief Digital Information Officer

Katy Miller, Director of People and Development

James Gray Chief Financial Officer

Tom McMahon Director of Strategy and Analysis

Chris Starrs Head of Corporate Communications

## Others In Attendance

Roddy Irvine, Chief Superintendent, Divisional Commander

James Douglas, Legal Services Manager, (Rep for Duncan Campbell)

Denis Hamil, Chief Data Officer, (Presenting Item 4.1)

Vicky Watson, Chief Superintendent, Governance, Audit and Assurance

Superintendent, Strategic Engagement and Governance

Secretariat, Committee Services

## Apologies

Vacant ACC Policing Together

Vacant ACC Major Crime, Public Protection and Local Crime

Duncan Campbell Chief Legal Officer

Stuart Houston, T/ACC Professionalism and Assurance

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

DCC Connors welcomed all attendees to SLB, held in Conference Room at Falkirk.

## 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. Four actions remained open, following updates it was agreed that one could be closed. Action log updated accordingly.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and noted that there had been no decisions since April SLB 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 April 2024.

Decision/Action: Approved

### Primary Boards

**3.1 Corporate Finance and People Board**

DCC Speirs presented a report on the Corporate Finance and People Board which was held on the 30 April, providing updates on the items. The update was noted by members.

**3.2 Change Board**

CDIO Hendry presented a report on the Change Board which was held on 30 April, providing updates on the following items: DESC go live and business cases approved. This was noted by members.

**3.3 People Board**

DCC Speirs presented a report on the People Board which was held on 2 May providing updates on the following items: Recruitment and Modified Officers. This was noted by members.

The Modified Officers section of the report generated significant discussion amongst members. The triage process including the engagement and interaction with occupational health was discussed in detail. The first Duty modifications panel will sit on 9 May, where there is a large volume of cases being heard. It was agreed that tactical intervention is required in order to manage the increasing number of cases and this will be managed by the panel outlining the approach taken. The importance of internal communications paramount, particularly to Divisional Commanders to ensure there is a consistent approach and messaging taking into account the balance of risk for Policing in Scotland.

**3.4 Environmental Sustainability Board**

Director McMahon presented a report on the Environmental Sustainability Board, which was held on 9 April providing updates on the following items: GPSEDS update and Adaptation Strategy. This was noted by members.

**4.1 Chief Data Office**

Chief Data Officer, Denis Hamill provided a presentation to members on Data Drives Digital, areas highlighted included; how we can make significant operational efficiencies with our data, support investigations of high risk and harm, and meet legislative compliance.

It was agreed that the Data Governance Board, chaired by DCC Speirs would be used as the mechanism to drive forward the operational side into the Data work. This Board will be re-shaped and DCC Smith to be closely aligned to this work

ACTION: CDIO Hendry and Denis Hamill to provide a briefing paper on plans for data management, including next steps. This will come to COT at end of May/beginning of June.

### Portfolio Areas

**DCO Corporate Support**

**5.1 Management Board Update**

The report was included in pack for members awareness. It was not discussed at meeting.

**5.2 Organisational Change - People and Development**

Director Miller presented an update to members on the organisational change taking place with the People and Development business area. This included discussions about process reengineering within SCoPE and Finance to create efficiencies, and the impact of gaps at senior management level in the short term. This was noted by members.

**5.3.1 Health and Wellbeing Wellbeing Year End Update**

Director Miller presented a report to provide members with an oversight of the Health and Wellbeing activity that had taken place during quarter 4 and from across the year of 2023/24. This included the Occupational Health contract, TRiM, Ill Health retirals and the grievance process.

ACTION: Director Miller to prepare a business case paper to review options for a proposal to utilise a dedicated team to deal with grievances.

**5.3.2 Health and Wellbeing Programme – Way Forward**

Director Miller presented a report to provide members with an update on the key findings and recommendation from the recent Independent Review of Police Scotland’s Health and Wellbeing Programme and HMICS frontline focus – Wellbeing inspection outlining the way forward. An action plan will be developed to progress recommendations. This was noted by members.

**5.4 Asset Sharing Principles and Guidance for Local Authorities and Police Scotland**

CFO Gray presented a report to provide members with an overview of the proposed asset sharing principles between Local Authorities and Police Scotland, which has been developed with COSLA. This has been consulted on within Police Scotland and will go to COSLA for final agreement. This was supported by members.

**5.5 Efficiency Framework**

CFO Gray and Patrick Brown presented a report to members highlighting the importance of driving efficiency in the organisation given the future economic outlook. There were discussions around the five areas which include; Market and competition, Organisation/Workforce, Service Redesign, Technologies and Digital Transformation. It was noted that this is a good starting position and Finance will own this going forward. The Chief requested that this will be a quarterly report to show progress and link into the investment governance framework and include benefits realisation and tracking. This was noted by members.

**5.6 24/25 Budget Risks and Opportunities**

CFO Gray presented a report to members to set out recommendations to explore investment opportunities for the current financial year. It was agreed that this would be managed through a Revenue Investment Group and updates brought back to SLB/COT on a regular basis. This was noted by members.

ACTION: Revenue Investment Group to be set up and report into SLB/COT.

### DCC Crime and Operational Support

**6.1 Management Board Update**

DCC Smith presented a report from the Crime and Operational Support Management Board which met on 24 April 2024. This was noted by members.

### DCC Local Policing

**7.1 Management Board Update**

DCC Connors presented a report from the Local Policing Management Board which met on 24 April. This was noted by members.

### DCC Professionalism, Strategy and Engagement

**8.1 Management Board Update**

DCC Speirs presented a report from the Professionalism, Strategy and Engagement Management Board which met on 23 April. This was noted by members.

**8.2 Policing Together Performance Report**

This item was deferred to a COT meeting.

**9.1 Governance Review**

Mary Calam from CT Strategic presented an update to members on the recommendations and findings from the recent governance review. This was noted by members. Further discussions with take place at COT meetings.

### 10. Papers Approved for Submission to SPA

Nil

### 11. AOCB

Chris Starrs raised the HMICS Review of Wellbeing which is due to be published on Thursday 11 April.

### 10. Review of Actions

CDIO Hendry and Denis Hamill to provide a briefing paper on plans for data management, including next steps. This will come to COT at end of May/beginning of June..

Director Miller to prepare a business case paper to review options for a proposal to utilise a dedicated team to deal with grievances.

Revenue Investment Group to be set up and report into SLB/COT- Owner CFO Gray.

## 11. Future Meeting

The next meeting will take place on 12 June in Glenrothes Police Station.

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