# Strategic Leadership Board - Discussion Summary

**Wednesday 16 October 2024**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Alan Speirs, DCC People and Professionalism

Jane Connors DCC Local Policing

Emma Bond ACC Local Policing North

Gary Ritchie ACC Operational Support

Steve Johnson ACC Major Crime, Public Protection and Local Crime

Wendy Middleton ACC Criminal Justice

Andrew Hendry Chief Digital Information Officer

James Gray Chief Financial Officer

Katy Miller, Director of People and Development

Duncan Campbell Chief Legal Officer

Steve Smith, Head of News and Account Management

## Others In Attendance

Vicky Watson, Chief Superintendent, Strategic Engagement and Governance (Rep for ACC Houston)

Lynn Ratcliff, Chief Superintendent, Divisional Commander Representative

Superintendent, CJSD (To present item 5.1 – Legislative Change)

Chief Superintendent, OSD (To present item 9.1 – On Call Review)

Chief Inspector, CJSD (To present 5.1 – Legislative Change)

Research and Insight Manager (To present item 4.1 – Workforce Survey)

Engagement Manager (To present item 4.1 – Workforce Survey)

Managing Director, Progressive Partnerships (To present item 4.1 – Workforce Survey)

Progressive Partnerships (To present item 4.1 – Workforce Survey)

Secretariat, Committee Services

## Apologies

Bex Smith DCC Crime

Stuart Houston, ACC Professionalism and Assurance

Andy Freeburn ACC Organised Crime, CT and Intelligence

Tim Mairs ACC Local Policing East

Mark Sutherland ACC Local Policing west

Cat Paton ACC Policing Together

Tom McMahon Director of Strategy and Analysis

Chris Starrs Head of Corporate Communications

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

Chief Constable Farrell welcomed all attendees to SLB, held in the Conference Room at Govan Police Station.

## 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

There were three open actions for SLB level. It was agreed that two could be closed.

### 2.2 Decisions Since Last Meeting

The five decisions taken since the previous meeting were noted accordingly.

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 11 September 2024.

Decision/Action: Approved

### Primary Boards

**3.1 Corporate Finance and People Board**

DCC Connors presented a report on the Corporate Finance Board, held on the 1 October 2024.

An update was provided on the progress / implementation of Body Worn Video. Also noted was an update on the governance route for grant acceptance in relation to supporting partnership organisations in the prevention of violence against women and girls.

**3.2 Change Board**

DCC Connors provided an update on the Change Board, held on 1 October 2024, this included the Local Policing Service Delivery Review and the National Integrated Communication and Control System (NICCS). Continued work on the software solution has led to a delay in the rollout of the NICCS programme; Chief Constable Farrell requested a situational update paper with further detail.

ACTION: CC Farrell to be provided with a situational update paper on the progress of NICCS software implementation.

**3.3 People Board**

DCC Speirs presented a paper on the People Board held on 7 October, this included an update on OST certification. Areas identified to assist with maximum uptake of the training were:

* protected training time as part of Local Policing redesign
* a review of operating baselines
* and an assessment of the training quality.

Consideration was given to a grace period of 3 months after an officer becomes “out of card” where they can remain deployable. It was agreed this should be further scrutinised, taking into consideration the post-training 40% reduction in assaults and the overall aim of training taking place within the prescribed 12-month period.

A verbal update was provided by Director Miller on the progress of pay negotiations with a formal offer being made this week.

Future arrangements for VR/VER will be benchmarked, enhanced and shared with the Scottish Government.

## 3.4 Performance Board

### DCC Speirs presented a report on the Performance Board, held on 7 October 2024. The meeting had focused on dashboards and ensuring they reflect the 3-Year Business Plan and Vision work.

**4.1 Workforce Survey**

The report was presented with input from Progressive Partnerships.

Compared to the previous workforce survey there has been a significant increase in the response rate with a good demographic spread. Attention was drawn to the high scores under wellbeing and culture and contrasted with lower scores on acting on feedback. The culture scores will be benchmarked against the national wellbeing survey alongside an internal comparison in 12 months’ time. Pulse surveys will also be utilised when interpreting the data.

It was agreed that data sharing at divisional level should be accelerated and completed by the end of October. The next stage will be developed against the 3-Year Business Plan with wider organisational conversations taking place at leadership forums and primary boards. A ‘look forward’ will be created in conjunction with the Corporate Comms team to assist with visibility and engagement.

ACTION: ‘Look Forward’ plan to be created to promote organisational engagement.

## DCC Crime

**5.1 Legislative Change**

ACC Middleton updated the meeting on the legislation review work and confirmed the associated costs will, for the first time, be included in the budget submission.

Supt and CI outlined the objectives of the Legislation Oversight and Legislation Review Groups. This work has identified projected additional costs of £6.4 million for 2025/26. Members commended the work and the opportunity to cohesively respond to legislation. Capacity impact will be highlighted alongside financial impacts.

Legislative Change work will move to the People and Professionalism portfolio.

Management Board Update

ACC Middleton provided a verbal update which included a planned deep dive into SCD absence and the status of the Organisational Learning Review; this has been signed off and an action plan is in place. Discussion took place around additional work generated by Crown Services and how to respond to directions from this area. This will be raised with ACC Freeburn with a view to discussing further at the Crown Strategic meeting.

## DCC Local Policing

**6.1 Management Board Update**

DCC Connors highlighted the following areas were discussed at the meeting on 9 October; the People Plan, risk review, Airwave installation, Lanarkshire front counters and ARV advanced driver standards.

**4.2 Financial Monitoring**

The paper was presented by CFO Gray who confirmed P6 is showing an underspend. It was agreed that areas should be reminded of the necessity of budget monitoring and staying within their allocation, this will be discussed at the next Divisional Commanders meeting. Narrative detail and the ability to demonstrate appropriate spending will be essential when reporting to the SPA. The estates budget is behind on forecast with more suppliers needed to deliver masterplan. Revenue vulnerability remains around overtime, although it was highlighted that the court scheduling app is resulting in improvements in this area.

## DCC People and Professionalism

**7.1 Management Board Update**

DCC Speirs provided the updated drawing attention to high demand in the conduct space which will increase through culture review work, the proposed finish date of 3-6 December for the Op Tarn enquiry, as well as workforce design and resourcing discussions.

**7.2 Hybrid Working**

Director Miller presented the paper. Members agreed that a formal policy around hybrid working is not required, preferring a tightening up of the guidance. Responsibility for the articulation of this will lie with line managers who will be supported with the appropriate training. It was noted that there will be challenges with the consistency of application in areas due to differing requirements. The guidance will be redrafted and relaunched whilst remaining cognisant of any potential impact on workplace equality.

Working from home will not be considered a reasonable adjustment for officers currently on modified duties.

DECISION: The recommendations set out in section 3 of the paper were endorsed by the board.

**7.3 Quarterly Risk Review**

Chief Superintendent Vicky Watson presented the paper which was taken as read.

Risks in relation to Body Worn Video were discussed and it was agreed that this should no longer be reported to the SPA through the Audit and Risk and Assurance Committee as it is also reported to them through the Resources Committee. Risks around supplier equipment continue to be monitored with the CDIO in regular contact with providers. Consideration will be given to any training that can take place prior to the March target date. A further area of discussion will be the public perception of privacy

ACTION: Body Worn Video to be added as a standing item to the SLB agenda.

### 8. Papers Approved for Submission to SPA

Nil

### 9. AOCB

**9.1 On-Call Review**

CS presented the paper with an accompanying slide deck. Three options were presented and the benefits/disbenefits discussed.

Members agreed that the recommendation 1, the Force Incident Management (FIM) model would be the preferred option. This will sit at Superintendent rank but with an awareness that it could affect their specialism by reducing their role in that area.

The Chief Constable highlighted the drivers behind this work – an improved work/life balance, focus on supporting frontline, consistency of grip, and clarity of role.

The slide deck will be circulated amongst members and a workshop is planned for October 2024. The SLWG will continue.

DECISION: Members indicated a preference for the Force Incident Management model.

**9.2 Modified Duties**

Discussed under item 7.2

### 10. Review of Actions

Proposed actions were noted throughout the meeting.

## 11. Future Meeting

The next meeting will take place on Friday 22 November

0800-1200 hours, Graham Room, SPC.

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