# Strategic Leadership Board - Discussion Summary

Wednesday 8 June 2022

## Board Members in Attendance

Iain Livingstone, Chief Constable (Chair)

Fiona Taylor DCC Professionalism, Digital and Transformation (Chair from 1200 hours)

Bex Smith ACC Major Crime, Public Protection and Local Crime

John Hawkins ACC Local Policing North

Emma Bond ACC Partnerships, Prevention & Community Wellbeing

Alan Speirs ACC Professionalism & Assurance

Jude Helliker Director of People and Development

Tom McMahon Director of Strategy and Analysis

Andrew Hendry Chief Digital Information Officer

James Gray Chief Financial Officer

Duncan Campbell Head of Legal Services

Chris Starrs Head of Corporate Communications

## Others In Attendance

Thom McLoughlin Chief Superintendent Operational Support (representing ACC Williams)

David Duncan Chief Superintendent Local Policing (representing ACC Johnson)

Gordon McCreadie Chief Superintendent Criminal Justice (representing ACC MacDonald)

Sean Scott Chief Superintendent Local Policing (representing ACC Mairs)

Gillian Docherty Superintendent Operation Tarn (presenting Item 5.4 Operation Tarn)

Gerry Corrigan Superintendent Operational Support (presenting Item 7.3 Operation Unity)

Helen Harrison Superintendent International Academy (presenting Item 8.3 International Strategy)

Anton Stephenson Chief Inspector PPCW (presenting item 8.7 Safer Drug Consumption Facilities)

Hilary Sloan Superintendent PPCW (presenting item 8.8 Offensive Weapons Act)

Andy Bell Supt Strategic Engagement and Governance

Claire Hailstones Secretariat Committee Services

## Apologies

Malcolm Graham DCC Crime and Operational Support

Will Kerr DCC Local Policing

David Page Deputy Chief Officer

Andy Freeburn ACC Organised Crime, CT and Intelligence

Steve Johnson ACC Local Policing West

Tim Mairs ACC Local Policing East

Kenny MacDonald ACC Criminal Justice

Mark Williams ACC Operational Support

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Paul Thornton Executive Account Manager, Corporate Communications

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

The Chief Constable welcomed all attendees to the meeting which was held in the Court Room at Police Scotland Headquarters, Tulliallan. This was a return to in person meetings of SLB following the removal of Covid-19 restrictions.

## 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 and it was confirmed that one action was ongoing.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there had been a SLB level decision taken at the Operational Review Meeting on Monday 16 May relating to C3 Division Mitigation and Staff Reward Proposals.

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 9 May 2022.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

ACC Smith provided an on call update in respect of significant operational matters during 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 the 1 June. This included an update on items approved at that meeting, including the Quarter 4 Performance Report, the Chief Constable’s Annual Assessment of Policing Performance, and the Performance Framework for 2022-23. This was noted by members

Decision/Action: Noted

### 4.2 Corporate Finance and People Board

CFO Gray presented a report from the Corporate Finance and People Board which met on 31 May, highlighting significant areas of discussion, including an update on 2021-22 year end accounting activity, contract and estates updates, and year end management information updates. This was noted by members.

### 4.3 Change Board

DCC Taylor presented a report from the Change Board which met on 31 May, highlighting significant areas of discussion including portfolio overview, risk and benefits overview, design update and various business cases. This was noted by members.

Decision/Action: Noted

### 4.4 Serious and Organised Crime Board

CFO Gray presented a report from the Organisational Delivery and Design Group which met on 17 May, highlighting significant areas of discussion including organisational capacity challenges, and options to utilise revenue funding underspend to support service delivery. This was noted by members.Decision/Action: Noted

### 4.5 Operational Prioritisation, Capacity and Resilience Group

ACC Bond provided an update from the Operational Prioritisation, Capacity and Resilience Group which met on 29 May and 6 June, highlighting significant areas of discussion including workforce mix, establishment posts and resource bids aligned to current operational priorities. This was noted by members.

## Portfolio Areas

## 5. DCC Professionalism, Digital and Transformation

### 5.1 Management Update

DCC Taylor presented a report from the Professionalism, Digital and Transformation Management Board which met on 20 May, highlighting significant areas of portfolio business, including work to ensure learning from FOI requests is captured and shared. This was noted by members.

### 5.2 Equality, Diversity and Inclusion Update

DCC Taylor presented a report providing an overview of the Equality, Diversity and Inclusion work being carried out by Police Scotland, including ongoing engagement with a number of external stakeholders, and the significant work being undertaken to develop Police Scotland Equality, Diversity and Inclusion Strategy. This was noted by members.

### 5.3 Chief Constable’s Commitments

DCC Taylor presented a report which provided an update on progress made across the organisation in respect of the six Chief Constable Commitments during 2021-22. Following discussion, it was confirmed that an end of year progress update will be communicated to officers and staff in conjunction with publication of the Chief Constable’s Commitments for 2022-23, which are currently being finalised, and will be brought to a future SLB for consideration. This was noted by members.

### 5.4 Operation Tarn Update

Superintendent Docherty provided an update on the work being undertaken in respect of Operation Tarn, to support the ongoing Public Inquiry, including an update on projected dates of future hearings. This was noted by members.

### 5.5 Scottish Government Publication of Recorded Crime Data

Director McMahon presented a report in respect of forthcoming changes to the content of recorded crime data published by the Scottish Government, and the impact on Police Scotland performance data and reporting. This generated discussion among members who noted the potential challenges this may pose in respect of data comparison.

## 6. DCO Corporate Services, People and Strategy

### 6.1 Management Board Update

CFO Gray presented a report from the Corporate Management and People Board which met on 23 May, highlighting significant areas of portfolio business. This was noted by members.

### 6.2 People and Development Update

Director Helliker presented a report detailing key work within the People and Development business area, including key highlights, promotion processes, absence levels and training programmes. This was noted by members.

### 6.3 Agile Working

Director Helliker presented a report in respect of agile working, confirming that the current arrangements had commenced at the start of June, with communication and guidance provided for line managers, officers and staff. This was noted by members, and it was requested that agile working remain on the SLB agenda while it continues to embed across the organisation.

### 6.4 Cost of Living – Impact

Director McMahon presented a report in respect of the escalating cost of living, and the potential impact that this may have on policing, including the impact on delivery against Police Scotland’s Strategic Outcomes. It was confirmed that the potential impact would be considered as part of the development of the Police Scotland Strategic Assessment. This was noted by members

### 6.5 Joint Strategic Police Plan Review

Director McMahon presented a report to update members of the progress of Phase 1 of the joint review of the Strategic Police Plan, which continues in conjunction with the Scottish Police Authority. This was noted by members.

## 7. DCC Crime and Operational Support

### 7.1 Management Board Update

ACC Smith presented a report from the Crime and Operational Support Management Board which met on 24 May, highlighting significant areas of portfolio business. This was noted by members.

### 7.2 Impact and Consequences of COVID

ACC Speirs provided a verbal update on the impact and consequences of Covid, confirming that absences due to Covid continued to be a challenge, although not at previous levels. He advised that there would be a pan-organisational lessons learned evaluation conducted in respect of the Police Scotland response to the pandemic. This was noted by members.

### 7.3 Operation Unity

Supt Corrigan presented a report which provided an update on mutual aid requests for the 2022 Commonwealth Games in Birmingham, and outlined the number of officers which have been requested and approved. It was confirmed that the mutual aid requests were proportionate to the size of Police Scotland, and that all requests were personally reviewed by the Chief Constable prior to approval, with full consideration given to organisational impact and concurrent events in Scotland. This was noted by members.

### 7.4 Post Brexit International Policing

ACC Smith presented a report which provided an update on post-Brexit impact in respect of law enforcement provisions. This was noted by members.

### 7.5 S5a Road Traffic Act 1998 – Drug Driving Analysis

ACC Smith presented a report which provided an update on the situation regarding the analysis of drug driving samples by Forensic Services, and consequential impacts. It was confirmed that Police Scotland continues to engage with partners in the Criminal Justice System in respect of this matter. This was noted by members.

At the conclusion of this item, the Chief Constable left the meeting to attend another engagement, with the Chair being assumed by Deputy Chief Constable Taylor.

## 8. DCC Local Policing

### 8.1 Management Board Update

ACC Bond presented a report from the Local Policing Management Board which met on 1 June, highlighting significant areas of discussion relating to portfolio business. This was noted by members.

### 8.2 Drivers of Public Trust and Confidence

ACC Hawkins presented a report which provided an update on public confidence, including an overview of public contact and engagement activity across the Service. This included a discussion on the impact on public confidence levels from wider national and international events in respect of policing. This was noted by members.

### 8.3 International Strategy

Supt Harrison presented a report in respect of the future strategic opportunities and approach for Police Scotland’s International Academy. This generated discussion on how best to capture and utilise organisational learning from international engagement, the need for close alignment with Leadership and Talent Development, and equity of opportunity in respect of resourcing international work. Members requested that Supt Harrison engage further with relevant business areas in respect of these considerations.

### 8.4 Criminal Justice Update

CS McCreadie provided an update on work being undertaken across Criminal Justice Services Division, including support being provided to the wider Criminal Justice sector recovery from Covid and transformation programme. It was confirmed that positive engagement with COPFS had reduced the level of court witness citations being issued to police officers, and that this would continue to be progressed. This was noted by members.

### 8.5 Mental Health Demand Dashboard

ACC Bond presented a report which outlined work undertaken to develop internal Mental Health Dashboard information. This was noted and commended by members who acknowledged the requirement for analytical data in respect of mental health demands on policing.

### 8.6 Police Scotland Gaelic Language Plan Monitoring Report

ACC Bond presented a report in respect of Police Scotland’s Gaelic Language Plan, and progress made between October 2020 and October 2021. The monitoring report and cover letter, which is to be submitted to Bord na Gaidhlig by the end of June, was endorsed by members pending final review and approval by the Chief Constable.

**DECISION:** **Endorsed – Subject to Chief Constable approval**

On Monday 13 June, the Chief Constable reviewed the monitoring report and cover letter, approving both subject to minor revision to the cover letter.

DECISION: Monitoring Report and cover letter with minor revisions approved.

### 8.7 Safer Drugs Consumption Facilities

CI Stephenson presented a report in respect of developments relating to the potential introduction of a Safer Drug Consumption Facility in Scotland, and the proposed Police Scotland response should such a facility be introduced. This generated discussion among members, with further discussion to take place with the Chief Constable prior to a decision on proposed Police Scotland policies and guidance.

### 8.8 Offensive Weapons Act

Supt Sloan presented a report in respect of operational implications arising from the implementation of the Offensive Weapons Act 2019, including the forthcoming surrender campaign. This noted by members.

### 9. Papers Approved for Submission to SPA

## 10. AOCB

N/A

## 11. Review of Actions

## Future Meeting

The next meeting will take place Wednesday 20 July 2022.

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