# Strategic Leadership Board - Discussion Summary

Wednesday 12 January 2022

## Board Members in Attendance

Iain Livingstone Chief Constable (Chair)

Malcolm Graham DCC Crime and Operational Support

David Page Deputy Chief Officer

Tim Mairs ACC Organised Crime CT and Intelligence (rep Major Crime, Public Protection and Local Crime)

Alan Speirs ACC Professionalism & Assurance

Kenny MacDonald ACC Criminal Justice

Steve Johnson ACC Local Policing West

John Hawkins ACC Local Policing North

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

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

Alan Gibson Chief Superintendent Divisional Commander

Mark Bell Detective Chief Superintendent SCD (presenting 10.2)

Kirsty Garrick Head of People Partnering (presenting Item 13.3)

Susan Beaton Head of People Health and Wellbeing (presenting item 13.4)

Paul Thornton Executive Account Manager Corporate Communications

Andy Bell Supt Strategic Engagement and Governance

David Sharp Supt Head of Executive Support

Claire Hailstones Secretariat Committee Services

## Apologies

Fiona Taylor DCC Professionalism Digital and Transformation

Will Kerr DCC Local Policing

## 1. Chair’s Opening Remarks

### 1.1 Welcome and Introduction

The Chief Constable opened the meeting and welcomed all attendees to the first SLB meeting of 2022. The meeting was conducted via video conference, in line with current organisational distancing measures as a result of the COVID-19 situation.

## 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 there were no outstanding SLB actions.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there were no SLB level decisions since the last meeting in December.

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 December.

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. Operation TALLA

### 4.1 Operation Talla & Strategic Oversight Board Update

DCC Graham provided a verbal update in respect of Operation Talla, focusing on the operational and organisational response throughout the festive period to meet the continuing challenges associated with COVID-19. Updates included confirmation of the temporary redeployment of probationer officers, and stand up of the Conventional Response Unit, to support service delivery within local communities. During this item, there was consideration of the future implications of mitigation actions on Police Scotland’s recruitment and financial plans, and general discussion about the role of Local Resilience Partnerships.

Decision/Action: Noted

### 4.2 Impact and Consequences of COVID

ACC Speirs presented a report on the impact and consequences of COVID, highlighting a number of areas including financial impact; service delivery; people, workplace and wellbeing; ICT; organisational change; and organisational learning and improvements. Discussion focused on future implications for the Service and the report was noted by members.

Decision/Action: Noted

## 5. Force Primary Boards

### 5.1 Chief Constable’s Strategic Group

The Chief Constable presented a report from the Chief Constable’s Strategic Group (CCSG), which met for the first time on 5 January 2022. The CCSG is a senior forum which will support work to ensure strategic cohesion, alignment and consistency across portfolio areas. The terms of reference were shared with, and noted by, members.

Decision/Action: Noted

### 5.2 Organisational Design and Delivery Group

DCO Page presented a report from the Organisational Design and Delivery Group which met on 22 December, highlighting significant areas of discussion. This included an update on ongoing work to refine and fully coordinate resource prioritisation processes. This was noted by members.

Decision/Action: Noted

### 5.3 Health and Safety Board

ACC Speirs presented a report from the Health and Safety Board which met on 23 December, highlighting significant areas of discussion including Operation Talla; fire safety; estates; and audit processes. This was noted by members.

Decision/Action: Noted

### 5.4 Wellbeing Governance Board

Director Helliker presented a report from the Wellbeing Governance Board which met on 23 December, highlighting significant areas of discussion including the Health and Wellbeing Board Programme Review which is considering key services and projects. This was noted by members.

### 5.5 Audit and Risk Board

DCO Page presented a report from the Audit and Risk Board which met on 14 December, highlighting significant areas of discussion, including a review of Operation Talla risks. This was noted by members.

## Portfolio Areas

## 6. DCC Crime and Operational Support

### 6.1 Management Board Update

DCC Graham provided a verbal update on areas of focus within the Crime and Operational Support portfolio area. This was noted by members.

### 6.2 Intelligence Review Update

ACC Mairs introduced a report which provided an update in respect of the Intelligence Policing Programme, introduced following completion of a previous Intelligence Review. The Programme is designed to ensure an intelligence culture is at the heart of the Service. Detail in respect of the Programme was provided by DCS Bell, who updated on progress to date, the introduction of enhanced governance and oversight, and the connection with a number of inter-dependencies across the Service. This was noted by members, who commended the ongoing work.

## 7. DCC Professionalism Digital and Transformation

### 7.1 Management Board Update

ACC Speirs presented a report from the Professionalism, Digital and Transformation Management Board which met on 21 December, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 7.2 Equality Diversity and Inclusion Update

Nicky Page presented a report providing an overview of the Equality, Diversity and Inclusion work being carried out by Police Scotland, including an update on various individual action plans, and work to develop a combined organisational Diversity and Inclusion Action Plan. During discussion, the Chair advised that NPCC was drafting a Plan of Action on Inclusion and Race, and sought feedback from members on the draft introductory section which had been circulated.

ACTION: Feedback to be provided on draft introductory section to NPCC Plan of Action on Inclusion and Race (feedback to be collated by Nicky Page by Friday 21 January).

### 7.3 Religion and Belief Action Plan

Nicky Page and ACC Johnson presented a report, seeking approval for the Police Scotland Religion and Belief Action Plan, which had been developed following engagement with diversity staff associations. Following discussion, the Action Plan was approved by members.

DECISION: Religion and Belief Action Plan approved.

### 7.4 Operation Tarn

ACC Speirs presented a report in respect of Operation Tarn, including an update on preparations for oral hearings which are scheduled to commence later in 2022, and the continued work of the Professional Reference Group. This was noted by members.

## 8. DCC Local Policing

### 8.1 Management Board Update

ACC Ritchie presented a report from the Local Policing Management Board which met on 5 October, highlighting significant areas of discussion relating to portfolio business. This was noted by members.

### 8.2 Public Confidence

ACC Hawkins presented a report highlighting steady and sustained levels of public confidence in respect of policing, drawing information from a variety of sources including the ‘Your Police Survey’ and Police Scotland’s ‘User Experience Survey’. The report also detailed activities being developed and progressed which are designed to better understand and enhance public confidence. This was noted by members.

### 8.3 Safe Drug Consumption Facilities

ACC Ritchie presented a report to update members on the potential implications for policing should a Safe Drug Consumption Facility be introduced in Glasgow. This generated discussion, focusing on policing’s role to support public health and safety in Scotland, combined with its role in respect of controlled drug legislation. During the discussion, members provided comment on draft policing policy considerations, with additional feedback sought.

ACTION: Feedback to be provided to ACC Ritchie on draft policing policy considerations, to support and inform further discussions and development work.

## 9. DCO Corporate Services, People and Strategy

### 9.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 21 December, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 9.2 People and Development Update

Director Helliker presented a report detailing key work within the People and Development business area, including an update on promotion processes and senior officer recruitment. This was noted by members.

Decision/Action: Noted

### 9.3 Duty Modifications Update

Kirsty Garrick presented a report which provided an update on activity being undertaken in respect of officers on modified duties,This included work being progressed by the recently constituted Duty Modifications Taskforce. This was noted by members.

Decision/Action: Noted

### 9.4 Bradford Score

Susan Beaton presented a report, seeking approval to phase out the use by Police Scotland of Bradford Score as one of the ‘trigger points’ for management intervention in respect of the absence. During discussion, members were advised that Bradford Score had been, or was being, phased out in a number of organisations, with a preferred focus on absence information which provided additional context to aid decision making beyond a numerical figure. Following discussion, the proposal was approved, subject to appropriate engagement with staff associations and other stakeholders, and communication across the Service.

DECISION: Recommendations approved.

### 9.5 Annual Police Plan

Director McMahon presented a report, providing a progress update on the development of the Annual Policing Plan for 2022-23. The draft plan was circulated, with members invited to provide feedback by 28 January to inform further developments.

ACTION: Feedback to be provided to Director McMahon on content of draft Annual Police Plan.

## 10. Papers Approved for Submission to SPA

N/A

## 11. AOCB

A number of additional updates were provided during AOCB, including updates on parliamentary engagement and correspondence, and litigation matters.

## 12. Review of Actions

Actions generated at agenda items –

7.2

8.3

9.5

## Future Meeting

The next meeting will take place Wednesday 9 February 2022. The Chair closed the meeting and thanked members for their input.