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## Strategic Leadership Board - Discussion Summary

Wednesday 11 August 2021

### Board Members in Attendance

Iain Livingstone	Chief Constable
Fiona Taylor	DCC People and Professionalism
Will Kerr	DCC Local Policing
David Page	Deputy Chief Officer
Mark Williams	ACC Operational Support ( <i>representing DCC Graham</i> )
Pat Campbell	T/ACC Organised Crime, Counter Terrorism and Intelligence
Gary Ritchie	ACC Partnership, Prevention & Community Wellbeing
Kenny MacDonald	ACC Criminal Justice
Tim Mairs	ACC Local Policing East
Steve Johnson	ACC Local Policing West
Judi Heaton	ACC Major Crime, Public Protection and Local Crime
Duncan Campbell	Head of Legal Services
Jude Helliker	Director of People and Development
James Gray	Chief Financial Officer
Tom McMahon	Director of Strategy and Analysis ( <i>joined at 0930hrs</i> )
Andrew Hendry	Chief Digital Information Officer
Chris Starrs	Head of Corporate Communications

### Others In Attendance

Conrad Trickett	Chief Supt, Divisional Commander
Richard Thomas	Chief Supt ( <i>representing ACC Speirs</i> )
Roddy Newbigging	Chief Supt ( <i>representing ACC Hawkins</i> )
Sharon Milton	Chief Supt ( <i>representing ACC Higgins</i> )
Lorna Gibson	T/Supt ( <i>Items 4.1 and 4.2</i> )
Garry Mitchell	Det. Supt. ( <i>Item 14.4</i> )

*Integrity, Fairness and Respect are the values of Police Scotland. All decisions which we make must reflect our values and be able to withstand scrutiny when judged against them. Accordingly, our values will be the touchstones in all decisions we reach within this forum.*

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James Bertram	Health and Safety Manager ( <i>Item 12.5</i> )
Kirsty Garrick	Head of People Engagement Partnering ( <i>Item 12.6</i> )
Andy Bell	Supt, Strategic Engagement and Governance
Diane Wilson	Secretariat, Committee Services
<b>Apologies</b>	
Malcolm Graham	DCC Crime and Operational Support
Alan Speirs	ACC Professionalism & Assurance
John Hawkins	ACC Local Policing North
Bernard Higgins	ACC COP26

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.	1.1	<b>Chair's Opening Remarks</b>  <b>Welcome and Introduction</b>  The Chief Constable opened the meeting and welcomed all attendees. The meeting was conducted via video conference, in line with current organisational distancing measures as a result of the COVID-19 situation.		
	1.2	<b>Apologies</b>  Apologies were given and representatives duly noted. The meeting was quorate.		
2.	2.1	<b>Minutes and Action Log</b>  <b>Review of Action Log</b>  All actions were reviewed and updated as per the action log. The Chair expressed his expectation that three ongoing actions would be discharged by September's SLB.		

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	<b>2.2</b>	<b>Decisions Since Last Meeting</b>  There had been no SLB level decisions since the last meeting in July.		
	<b>2.3</b>	<b>Summary of Discussion</b>  The summary of discussion was approved as a true and accurate reflection of the meeting held on 21 July.	<b>Approved</b>	
3.		<b>Matters Arising</b>		
	<b>3.1</b>	<b>On Call Update</b>  An update was provided by ACC Johnson regarding significant operational incidents from the previous 24 hours.	<b>Noted</b>	
<b>Operation Talla</b>				
4.		<b>Operation TALLA</b>		
	<b>4.1</b>	<b>Operation Talla &amp; Strategic Oversight Board Update</b>  T/Superintendent Gibson gave a verbal update on the ongoing work of Operation Talla and the Strategic Oversight Board, including updates on the working from home policy and revisions to PPE protocols in light of changes to coronavirus restrictions in Scotland. Members were advised that all policies would continue to be kept under review, taking cognisance of Scottish Government advice and guidance. This was noted by members.	<b>Noted</b>	
	<b>4.2</b>	<b>Impact and Consequences of COVID</b>  T/Superintendent Gibson presented a report on the impact and consequences of COVID, highlighting a number of areas including financial impact; service delivery; people, workplace	<b>Noted</b>	

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		and wellbeing; ICT; organisational change; and organisational learning and improvements. This was noted by members, who acknowledged that the current transition phase did not yet amount to a 'post-COVID' situation.		
<b>Force Primary Boards</b>				
5.	5.1	<b>Corporate Finance and People Board</b>  DCO Page and DCC Taylor presented a report from the Corporate Finance and People Board, which met on 3 August, providing updates on significant areas of discussion from their relevant business areas. Areas highlighted included the 5 year Financial Plan, projected capital receipts, the Strategic Workforce Plan, and aspects of modified duties deployments. This was noted by members.	<b>Noted</b>	
6.	6.1	<b>Change Board</b>  DCO Page presented a report from the Change Board, which met on 3 August, highlighting significant areas of discussion including an overview of the change portfolio, and relevant recruitment and vetting processes. This was noted by members.	<b>Noted</b>	
7.	7.1	<b>Operational Delivery Board</b>  DCC Kerr presented a report from the Operational Delivery Board, which met on 27 July, highlighting significant areas of discussion including demand profiles, risk mitigation and alignment with Regional Delivery Boards. This was noted by members.	<b>Noted</b>	
8.	8.1	<b>Demand Design &amp; Resource Board</b>  The Chair presented a report from the Demand, Design and Resource Board (DDRB), which met on 27 July, highlighting significant areas of discussion including ongoing work to align DDRB with the Operational Design & Delivery Group, and the development of products	<b>Noted</b>	

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		which will support decision making and prioritisation in respect of resources. This was noted by members.		
9.	9.1	<b>CONTEST Board</b>  ACC Williams presented a report from the CONTEST Board, which met on 30 July, highlighting significant areas of discussion including current operations, assurance and audit activity, partnership engagement, and testing and exercising in advance of COP26. This was noted by members.	<b>Noted</b>	
10.	10.1	<b>SOC Board</b>  T/ACC Campbell presented a report from the SOC Board, which met on 30 July, highlighting significant areas of discussion including fraud, county lines drugs supply, environmental crime, the National SOC Strategy, and intelligence requirements. This was noted by members.	<b>Noted</b>	
<b>Portfolio Areas</b>				
11.	11.1	<b>DCC Local Policing</b>  <b>Management Board Update</b>  DCC Kerr presented a report from the Local Policing Management Board which met on 4 August, highlighting significant areas of discussion including ongoing engagement with Local Authorities, the National Care Service for Scotland consultation, and other local policing activity. This was noted by members.	<b>Noted</b>	

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	<p><b>11.5</b></p> <p><b>HMICS Hate Crime Improvement Plan</b></p> <p><b>11.6</b></p>	<p>This included an update on the current legislative position and Police Scotland preparations for implementation, including the establishment of a Strategic Oversight Board. This was noted by members, who recognised that Police Scotland is already broadly aligned to the principles outlined in the UNCRC through our own ethical principles and organisational values.</p> <p>ACC Ritchie presented a report seeking approval for the draft Hate Crime Improvement Plan which had been developed to address the 15 recommendations from HMICS, following their thematic inspection in respect of hate crime. It was confirmed that subject to SLB approval, the Improvement Plan would be shared with HMICS. Following discussion, the proposed Improvement Plan was approved by members.</p> <p><b>DECISION: Hate Crime Improvement Plan approved.</b></p> <p>ACC MacDonald presented a report highlighting the receipt of additional funding from Scottish Government to support the increased demands on Police Scotland which will arise from the running of additional courts in the period following coronavirus restrictions. The report sought approval for a temporary increase of 16 officers in the Police Scotland establishment (in line with the received funding) to manage the projected increase in court activity, along with a proposed process for allocation and management of the funding. Following discussion the proposals were approved by members.</p> <p><b>DECISION: Temporary increased in Police Scotland establishment and process for allocation and management of funding approved.</b></p>	<p><b>Approved</b></p> <p><b>Approved</b></p>	
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<b>12.</b>		<b>DCC People &amp; Professionalism</b>		
	<b>12.1</b>	<b>Management Board Update</b>  DCC Taylor presented a report from the People and Professionalism Management Board, which met on 29 July, highlighting significant areas of portfolio business including a reconfiguration of responsibilities within Wellbeing, and realignment of reporting in respect of Health and Safety. This was noted by members.	<b>Noted</b>	
	<b>12.2</b>	<b>People and Development Update</b>  Director Helliker presented a report detailing key work within the People and Development business area, including development of the Modern Apprenticeship in Policing, approval for the Operation Urram workforce agreement, and forthcoming recruitment plans. This was noted by members.	<b>Noted</b>	
	<b>12.3</b>	<b>People &amp; Development Q1 Performance Dashboard</b>  Director Helliker presented the Performance Dashboard for Q1 2021-22, which detailed latest Police Scotland workforce information, including statistics on workforce demographics, leave balances, and modified duties information. This was noted by members.	<b>Noted</b>	
	<b>12.4</b>	<b>Quarter 1 Wellbeing Report</b>  Director Helliker presented a report, detailing Police Scotland wellbeing activities in Q1 2021-22, seeking approval for transmission of the content of the report to the SPA. Following discussion, the report was approved for transmission by members.  <b>DECISION: Report approved for transmission to SPA.</b>	<b>Approved</b>	

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	<p><b>12.5</b></p>	<p><b>Q1 Health &amp; Safety Report</b></p> <p>Mr. James Bertram presented a report, detailing Health and Safety information for Q1 2021-22, seeking approval for transmission of the content of the report to the SPA. Following discussion, the report was approved for transmission by members.</p> <p><b>DECISION: Report approved for transmission to SPA.</b></p>	<p><b>Approved</b></p>	
	<p><b>12.6</b></p>	<p><b>Your Voice Matters Survey Results</b></p> <p>Ms. Kirsty Garrick presented a report which outlined the organisational results from the Police Scotland Wellbeing and Engagement Survey - 'Your Voice Matters', seeking approval for transmission of the content of the report to the SPA. During discussion, it was confirmed that analysis of results was still ongoing, and that communication and 'next steps' plans were being developed. The content of the report was approved for transmission to the SPA, subject to the communication and 'next steps' plans being developed further to inform discussion at the SPA People Committee.</p> <p><b>DECISION: Content of report approved in principle for transmission to SPA, subject to the communication and 'next steps' plans being developed further.</b></p>	<p><b>Approved in principle</b></p>	
	<p><b>12.7</b></p>	<p><b>Modified Duties</b></p> <p>This report was removed from the agenda in advance of SLB and will be presented to a future meeting.</p>	<p><b>Deferred</b></p>	
	<p><b>12.8</b></p>	<p><b>Redeployment Pool</b></p> <p>Jude Helliker presented a report, seeking approval for recommendations in respect of management of the police staff redeployment pool. Following discussion, including an overview of the legal position regarding the proposal, the recommendations within the report were approved by members.</p>		

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	<p><b>12.9</b></p> <p><b>Equality, Diversity and Inclusion Update</b></p>	<p><b>DECISION: Recommendations approved.</b></p> <p>DCC Taylor presented a report in relation to the ongoing work being undertaken to mainstream equality, diversity and inclusion within Police Scotland, including confirmation that the Independent Reference Group had met to agree its Terms of Reference and appoint an independent Chairperson. This was noted by members.</p>	<p><b>Approved</b></p> <p><b>Noted</b></p>	
	<p><b>12.10</b></p> <p><b>Police Scotland/SPA Diversity and Inclusion Staff Associations MOU</b></p>	<p>Director Helliker presented a report, seeking approval for a revised Memorandum of Understanding, developed in conjunction with Diversity and Inclusion Staff Associations. The MOU is designed to provide an element consistency, equity and transparency in terms of engagement between Police Scotland and Diversity and Inclusion Staff Associations. Following discussion, the MOU was approved, to be endorsed and signed by the Chief Constable on behalf of the Service.</p> <p><b>DECISION: MOU approved (to be signed by the Chief Constable).</b></p>	<p><b>Approved</b></p>	
	<p><b>12.11</b></p> <p><b>LGBTI Action Plan</b></p>	<p>ACC Mairs presented a report, seeking approval for the Police Scotland LGBTI Action Plan, which had been developed following engagement with the Scottish LGBTI Police Association and their members. It was confirmed that the Action Plan supports a partnership approach that supports our LGBTI workforce, and wider workforce, to create an inclusive working environment. Following discussion, the Action Plan was approved by members.</p> <p><b>DECISION: Action Plan approved.</b></p>	<p><b>Approved</b></p>	

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	<b>12.12</b>	<b>Joint Disability and Carers Action Plan</b>  ACC Johnson presented a report, seeking approval for the Police Scotland Joint Disability and Carers Action Plan, which had been developed following engagement with the Disability and Carers Association and their members. It was confirmed that the Action Plan supports a partnership approach that supports workforce to create an inclusive working environment. Following discussion, the Action Plan was approved by members.  <b>DECISION: Action Plan approved.</b>	<b>Approved</b>	
	<b>12.13</b>	<b>Chief Constable's Commitments 2021-22</b>  DCC Taylor presented a report, providing an end of year summary of progress to deliver on the Chief Constable's Commitments for 2020-21, and seeking approval for the proposed Chief Constable's Commitments for 2021-22. Additional time was given for members to review the proposed Commitments for 2021-22, which would be presented for final approval at the Operational Review Meeting on Monday 16 August.  <b>DECISION: Approval deferred until ORM on Monday 16 August.</b>  <i>*Note: The proposed Chief Constable's Commitments for 2021-22 were approved at ORM on Monday 16 August.</i>	<b>Approved</b>	
	<b>12.14</b>	<b>Use of Force Data</b>  This report was removed from the agenda in advance of SLB and will be presented to a future meeting.	<b>Deferred</b>	

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<b>13.</b>	<b>DCO Corporate Services, Strategy and Change</b>		
<b>13.1</b>	<b>Management Board Update</b>  DCO Page presented a report from the Corporate Management Board, which met on 26 July, highlighting significant areas of portfolio business. This was noted by members.	<b>Noted</b>	
<b>13.2</b>	<b>5 Year Financial Planning</b>  CFO Gray presented a report in respect of work to develop a five year financial planning document. A draft five year plan was shared with members, leading to discussion and feedback on the content. It was confirmed that work will continue to finalise the plan, which will be submitted for approval to SLB in September. This was noted by members	<b>Noted</b>	
<b>13.3</b>	<b>Capital Strategy</b>  CFO Gray presented a report in respect of work to develop the Police Scotland Capital Strategy, including a five year projection of capital requirements. It was confirmed that work will continue to finalise the strategy, which will be submitted for approval to SLB in September. This was noted by members	<b>Noted</b>	
<b>13.4</b>	<b>Cyber Security Resilience</b>  CDIO Hendry presented a report, highlighting current arrangements within Police Scotland in respect of Cyber Security and future plans. Information was provided in respect of the Cyber Security Strategy which complements the overall Cyber Strategy. This was noted by members, who also endorsed the decision taken by members of the senior leadership team to allocate reform funding to support the introduction of enhanced cyber security software.  <b>DECISION: Endorsement for decision to allocate reform funding to support the introduction of enhanced cyber security software.</b>	<b>Noted</b>  <b>Endorsed</b>	

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14.	14.1	<b>DCC Crime and Operational Support</b>  <b>Management Board Update</b>  ACC Williams provided a verbal update in respect of Crime and Operational Support portfolio business, as there had been no meeting of the Management Board since the last SLB. This was noted by members.	<b>Noted</b>	
	14.2	<b>Taser Future Operating Model</b>  ACC Williams presented a report highlighting the significant engagement which had taken place, and was continuing, in respect of the proposed new operating model for Police Scotland Specially Trained Officers / Taser. The proposed uplift in Taser capability within Police Scotland had originally been Approved by SLB members in January, subject to an appropriate communications and engagement plan being undertaken. Following discussion, members Approved the proposed uplift in Taser / Specially Trained Officers.  <b>DECISION: Proposed uplift in Taser / Specially Trained Officers Approved.</b>	<b>Approved</b>	
	14.3	<b>Scottish Strategic Intelligence Requirements</b>  T/ACC Campbell presented a report, seeking endorsement for the proposed future intelligence model for Police Scotland, incorporating the Scottish Strategic Intelligence Requirements. Following discussion, the proposed model was endorsed by members.  <b>DECISION: Proposed model endorsed.</b>	<b>Endorsed</b>	
15.		<b>Papers Approved for Submission to SPA</b> <ul style="list-style-type: none"><li>• Item 12.4</li><li>• Item 12.5</li><li>• Item 12.6</li></ul>		

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		<ul style="list-style-type: none"><li>• Item 14.2</li></ul>		
16.		<b>AOCB</b>		
17.		<b>Review of Actions</b> Item 11.2 – Action for Director McMahon and ACC Hawkins.		
		<b>Future Meetings</b> Wednesday 8 September 2021 at 0900 hours via video conferencing. The Chair closed the meeting and thanked members for their input.		

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