

OFFICIAL

Strategic Leadership Board - Discussion Summary

Wednesday 20 October 2021

Board Members in Attendance

Iain Livingstone	Chief Constable
Fiona Taylor	DCC Professionalism, Digital and Transformation
Malcolm Graham	DCC Crime and Operational Support
David Page	Deputy Chief Officer
Mark Williams	ACC Operational Support
Pat Campbell	T/ACC Organised Crime, Counter Terrorism and Intelligence
Kenny MacDonald	ACC Criminal Justice
Tim Mairs	ACC Local Policing East
Bernard Higgins	ACC COP26
Alan Speirs	ACC Professionalism & Assurance
Judi Heaton	ACC Major Crime, Public Protection and Local Crime
Duncan Campbell	Head of Legal Services
Andrew Hendry	Chief Digital Information Officer
James Gray	Chief Financial Officer
Chris Starrs	Head of Corporate Communications

Others In Attendance

Conrad Trickett	Chief Supt, Divisional Commander (rep ACC Hawkins and ACC Johnson)
Nicky Page	Head of Human Resources (rep Director Helliker)
Alison Shepherd	Head of Analysis & Performance (rep Director McMahon)
Linda Jones	Chief Supt, Partnerships, Prevention & Community Wellbeing (rep ACC Ritchie)
Cat Henderson	Detective Supt, Professional Standards (Item 13.6)
Kevin Legowski	Head of Communication Projects & Delivery (Item 13.8)
Kirsty Garrick	Head of People Engagement Partnering (Item 13.9)
Andy Bell	Supt, Strategic Engagement and Governance
Catherine Reid	Secretariat, Committee Services

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.

OFFICIAL

OFFICIAL

Apologies	
Will Kerr	DCC Local Policing
Gary Ritchie	ACC Partnerships, Prevention & Community Wellbeing
Steve Johnson	ACC Local Policing West
John Hawkins	ACC Local Policing North
Jude Helliker	Director of People and Development
Tom McMahon	Director of Strategy and Analysis

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.	1.1	Chair's Opening Remarks Welcome and Introduction 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	Apologies Apologies were given and representatives duly noted. The meeting was quorate.		
2.	2.1	Minutes and Action Log Review of Action Log The action log was reviewed and it was confirmed that there were no outstanding SLB actions.		

OFFICIAL

	2.2	Decisions Since Last Meeting An update was provided on two Strategic Leadership Board level decisions had been made at the Operational Review Meetings on 4 and 11 October relating to approval of revisions to Senior Leadership Team portfolio responsibilities, and approval of proposals to support Police Scotland's call handling response. This was noted by members.	Noted	
	2.3	Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the meeting held on 8 September.	Approved	
3.		Matters Arising		
	3.1	On Call Update An update was provided by ACC Heaton regarding significant operational incidents from the previous 24 hours. The Chair confirmed that a significant number of elected representatives had taken up the offer of security briefings from Police Scotland following the tragic murder of Sir David Amess MP.	Noted	
Operation Talla				
4.		Operation TALLA		
	4.1	Operation Talla & Strategic Oversight Board Update DCC Graham provided a verbal update in respect of Operation Talla, outlining the continuing challenges associated with COVID-19 and potential implications for COP26. This was noted by members.	Noted	

OFFICIAL

OFFICIAL

	4.2	Impact and Consequences of COVID DCC Graham 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. During discussion, ACC Higgins confirmed that there was a COVID Plan in place in respect of the policing operation for COP26.	Noted	
Force Primary Boards				
5.	5.1	Corporate Finance and People Board DCO Page presented a report from the Corporate Finance and People Board, which met on 05 October, providing updates on significant areas of discussion from relevant business areas. Areas highlighted included the approval of four contract awards, and updates on Strategic Workforce Planning implementation. This was noted by members.	Noted	
6.	6.1	Change Board DCC Taylor presented a report from the Change Board, which met on 05 October, highlighting significant areas of discussion including an overview of resourcing challenges across the Change Portfolio, an update on the implications of ACRA implementation, and discussions around Enabling Policing of the Future. This was noted by members.	Noted	
7.	7.1	Health & Safety Board Due to an ICT issue, ACC Speirs did not present the report from the Health & Safety Board, which met on 23 September, however the written report was noted by members.	Noted	

OFFICIAL

8.	8.1	Serious Organised Crime Board T/ACC Campbell presented a report from the SOC Board, which met on 12 October, highlighting significant areas of discussion, including detail from a recent meeting of the SOC Taskforce. This was noted by members.	Noted	
9.	9.1	CONTEST Board DCC Graham presented a report from the CONTEST Board, which met on 13 October, highlighting significant areas of discussion including an update on the Strategic Efficiency & Reinvestment Review (SERR). This was noted by members.	Noted	
Portfolio Areas				
10.	10.1	DCC Local Policing Management Board Update ACC Mairs presented a report from the Local Policing Management Board, which met on 06 October, highlighting significant areas of discussion relating to portfolio business, including discussions relating to Violence Against Women and Girls, and the School Liaison Officer role. This was noted by members.	Noted	
	10.2	Tripartite Review of Local Police Planning - Progress Update ACC Mairs presented a report which outlined progress on the Tripartite Review of Local Police Planning, including an update on interim findings of the review and proposed next steps. It was highlighted that responses from Local Authorities demonstrated active participation and engagement in the development of Local Police Plans. This was noted by members.	Noted	

OFFICIAL

OFFICIAL

	10.3	Public Confidence CS Trickett presented a report, highlighting current public confidence information in respect of policing, which draws 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.	Noted	
	10.4	Corporate Parenting Plan CS Jones presented a report seeking approval for the Police Scotland Corporate Parenting Plan 2021-24. During discussion, there was broad support for the content of the plan, with members providing feedback in respect of the specific wording relating to UNCRC. The Plan was approved in principle, pending review and wording revision in accordance with member feedback. DECISION: Corporate Parenting Plan approved in principle (<i>pending review and revision in accordance with member feedback</i>).	Approved in Principle	
11.		DCC Crime and Operational Support		
	11.1	Management Board Update DCC Graham presented a report from the Crime and Operational Support Management Board, which met on 06 October, highlighting significant areas of portfolio business. It was confirmed that the substantive areas of discussion from the Management Board were included in the Strategic Leadership Board agenda. This was noted by members.	Noted	
	11.2	Police Scotland Tunics and Ceremonial Uniform ACC Williams presented a report, seeking approval of recommendations relating to the issuing of Tunics to Police Scotland officers for ceremonial and other formal occasions.		

OFFICIAL

OFFICIAL

		<p>Following discussion, the recommendations relating to potential personal issue of tunics were not approved, with proposals to be developed to expand stock and underpinning processes to support the existing 'hire and return' system.</p> <p>DECISION: Recommendations not approved (<i>proposals to be developed to expand stock and underpinning processes to support the existing 'hire and return' system</i>).</p>	Not Approved	
	11.3	<p>RVIP Service Level Agreement</p> <p>ACC Williams presented a report, seeking approval for the content of the draft RVIP Service Level Agreement. A query was raised about the appropriate nomenclature for the document, and whether it was accurate to classify it as a Service Level Agreement. Following discussion, members concluded that the document was not a Service Level Agreement, but was a form of 'Operating Protocol' or 'Memorandum of Understanding'. There was support for the general approach, with work to be undertaken to agree the document nomenclature.</p> <p>DECISION: Content of document approved in principle (<i>subject to revision in respect of Service Level Agreement nomenclature</i>).</p>	Approved in Principle	
	11.4	<p>Operation Temperer Memorandum of Understanding</p> <p>ACC Williams presented a report seeking approval for the content of the draft Operation Temperer Memorandum of Understanding. Following discussion, this was approved by members.</p> <p>DECISION: Operation Temperer MOU approved.</p>	Approved	
	11.5	<p>ACRA Update</p> <p>ACC Heaton presented a report, providing an update in respect of implementation of the Age of Criminal Responsibility (Scotland) Act 2019, and implications for Police Scotland. This was noted by members.</p>	Noted	

OFFICIAL

OFFICIAL

	<p>11.6</p> <p>11.7</p> <p>11.8</p>	<p>Violence Against Women and Girls</p> <p>DCC Graham and ACC Heaton presented a report in respect of Violence Against Women and Girls (VAWG), which provided an update in respect of ongoing improvement work in respect of tackling VAWG; and outlined Police Scotland’s commitment to build on existing trust and confidence through systemic and sustainable change. This generated significant discussion, including reflections from various business areas involved in tackling VAWG. Members expressed support for the introduction of a Short Life Working Group to co-ordinate activity, with a request made for longer term proposals to be developed for discussion at the next Strategic Leadership Board meeting. This was noted by members.</p> <p>Police Scotland Data Sharing with PND</p> <p>ACC Heaton presented a report seeking approval for prioritisation of resources to develop bespoke data sharing options relating to the sharing of data between Police Scotland and the Police National Database (PND). Following significant discussion, it was confirmed that while there was impetus to enhance data sharing solutions, the preference was for this to be done through acceleration of an integrated strategic approach, rather than an interim solution. The matter was remitted for further consideration to the Working Group and the Police Scotland Change Board, to make the required strategic prioritisation decisions.</p> <p>DECISION: Not approved.</p> <p>Fraud Governance Group</p> <p>DCC Graham and T/ACC Campbell presented a report, seeking approval for establishment of a Fraud Strategic Governance Group to oversee and direct activity in prevention, partnership working and the investigation of fraud. There was consensus and support for the proposal, however prior to final approval, an update report was requested for the next Strategic Leadership Board outlining the Terms of Reference and clarity in respect of the Group’s position in the Police Scotland governance structure.</p> <p>DECISION: Approved in principle (<i>pending update being provided to December SLB</i>).</p>	<p>Noted</p> <p>Not Approved</p> <p>Approved in Principle</p>	
--	--	--	--	--

OFFICIAL

	11.9	Cyber Programme DCC Graham and CDIO Hendry presented a report, seeking approval to establish a joint Cyber Professional Reference Group with the Scottish Police Authority. Following discussion, members approved the establishment of the PRG. DECISION: Establishment of the Cyber Professional Reference Group approved.	Approved	
	11.10	Strategic Efficiency & Reinvestment Review of CT Policing An update on this Review was provided during Item 11.1 and noted by members.	Noted	
12.		DCO Corporate Services, People and Strategy		
	12.1	Management Board Update DCO Page presented a report from the Corporate Management Board, which met on 27 September, highlighting significant areas of portfolio business. Members were advised that the Estates Condition Survey had been completed, and an update would be provided to the Scottish Parliament Criminal Justice Committee. This was noted by members.	Noted	
	12.2	Police Estate Lifecycle Management CFO Gray presented a report which provided an update on the Estates Condition Survey and next steps to maintain and improve the estate. Members were advised of the scale of funding and investment required over the next 10-12 years to maintain the police estate in a 'satisfactory' condition. This was noted by members.	Noted	

OFFICIAL

	12.3	People & Development Update Nicky Page presented a report detailing key work within the People and Development business area, including an update on COP26 workforce agreements, events to support Black History Month, and the Your Voice Matters survey. This was noted by members.	Noted	
	12.4	Duty Modifications Update Nicky Page presented a report and slide presentation which provided an update on activity being undertaken in respect of officers on modified duties. This was noted by members.	Noted	
13.		DCC Professionalism, Digital & Transformation		
	13.1	Management Board Update DCC Taylor presented a report from the People and Professionalism Management Board, which met on 30 September, highlighting significant areas of portfolio business. Members were advised that the September Management Board was the last meeting prior to the Portfolio realignment, although the closed PPMB session will be retained for legal and professional standard matters. This was noted by members.	Noted	
	13.2	Equality, Diversity & Inclusion Update DCC Taylor presented a report providing an overview of the Equality, Diversity and Inclusion work being carried out by Police Scotland, confirming that the first 'in person' EDI Independent Review Group would take place on Friday 22 October. This was noted by members.	Noted	
	13.3	Corporate Governance DCC Taylor and Superintendent Bell presented a report seeking approval of six recommendations relating to corporate governance, including approval for a revised		

OFFICIAL

OFFICIAL

	<p>Governance Diagram and new Governance Framework document. Following discussion, these recommendations were approved.</p> <p>DECISION: Corporate Governance recommendations approved.</p>	<p>Approved</p>	
13.4	<p>Operation Tarn</p> <p>ACC Speirs presented a report which provided an update in respect of Operation Tarn, including ongoing work in respect of submission of documents to the Public Inquiry. This was noted by members.</p>	<p>Noted</p>	
13.5	<p>Probationer Vetting Re-affirmation/Declaration</p> <p>ACC Speirs presented a report outlining recently implemented enhancement to vetting procedures in respect of prospective Police Officer recruits, which was designed and introduced to strengthen existing vetting safeguards. This was noted and supported by members.</p>	<p>Noted</p>	
13.6	<p>Investigative Wellbeing/ Employee Safeguarding</p> <p>ACC Speirs and DSU Henderson presented a report seeking approval to introduce Investigative Wellbeing Guidance and Employee Safeguarding Guidance across Police Scotland. The Guidance documents are designed to provide consistent information and support to anyone who becomes involved in investigative processes; and to support officers and staff in terms of wellbeing and safety, preventing future threat and risk. Following discussion, both Guidance Documents were approved by Members.</p> <p>DECISION: Investigative Wellbeing Guidance and Employee Safeguarding Guidance documents approved.</p>	<p>Approved</p>	

OFFICIAL

OFFICIAL

13.7	<p>E Mail Domain Change</p> <p>CDIO Hendry presented a report, seeking approval of new email domain to replace the current 'pnn' domain which will be decommissioned in 2022. Following discussion, the recommended domain name of '@scotland.police.uk' was approved.</p> <p>DECISION: E Mail Domain Change recommendation approved.</p>	Approved	
13.8	<p>Corporate Communications Departmental Demand</p> <p>Chris Starrs presented a report providing an overview of work carried out by Corporate Communications, including detail around the steps taken to manage and prioritise departmental demand. This was noted by Members.</p>	Noted	
13.9	<p>'Your Voice Matters' Survey Report and Proposed Implementation Plan</p> <p>Kirsty Garrick presented a report detailing the organisational results of the YVM Survey and seeking approval for the proposed Implementation Plan. Following discussion, the plan was approved by members for progression to the Scottish Police Authority.</p> <p>DECISION: YVM Report and Implementation Plan approved for progression to SPA.</p>	Approved	
13.10	<p>Enabling Policing of the Future, Reform and Force Middle Office Review</p> <p>CDIO Hendry presented a report, seeking approval for four recommendations in response to discussions at Change Board regarding the Enabling Policing of the Future Programme. The recommendations included the drawdown of reform funding for the EPF Programme, and establishment of formal Project Status for FMOR. Following discussion, members approved the recommendations.</p> <p>DECISION: Recommendations approved.</p>	Approved	

OFFICIAL

OFFICIAL

14.		Papers Approved for Submission to SPA <ul style="list-style-type: none">• Item 13.9		
15.		AOCB		
16.		Review of Actions		
		Future Meetings <p>November 2021 SLB has been cancelled due to COP26 commitments. The next SLB will take place on 15 December 2021.</p> <p>The Chair closed the meeting and thanked members for their input.</p>		

OFFICIAL