**Strategic Leadership Board - Discussion Summary**

Wednesday 11 / Monday 16 November 2020 *(SLB business – Agenda Section 10 - continued on Monday 16 November)*

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| Board Members In Attendance | |
| Iain Livingstone | Chief Constable |
| Fiona Taylor | DCC People and Professionalism |
| Malcolm Graham | DCC Crime and Operational Support (*apologies for 16 November)* |
| Will Kerr | DCC Local Policing |
| David Page | Deputy Chief Officer |
| Tim Mairs | ACC Local Policing East |
| John Hawkins | ACC Local Policing North |
| Steve Johnson | ACC Local Policing West (*apologies for 16 November)* |
| Mark Williams | ACC Operational Support |
| Kenny MacDonald | ACC Criminal Justice |
| Alan Speirs | ACC Professionalism and Assurance |
| Judi Heaton | ACC Major Crime, Public Protection and Local Crime |
| Angela McLaren | ACC Organised Crime, Counter Terrorism and Intelligence |
| Gary Ritchie | ACC Partnership, Prevention and Community Wellbeing |
| Bernie Higgins | ACC COP26 |
| Jude Helliker | Director of People and Development |
| Tom McMahon | Director of Strategy and Analysis |
| James Gray | Chief Financial Officer |
| Andrew Hendry | Chief Digital and Information Officer |
| Chris Starrs | Head of Corporate Communications |
| Duncan Campbell | Head of Legal Services |
| Others In Attendance | |
| Chief Supt Alan Waddell | ‘Q’ Divisional Commander |
| Chief Supt Mark Sutherland | Representing ACC Johnson *(16 November only)* |
| Chief Inspector Neil MacDougall | *Agenda Item 7.2* |
| Chief Supt Catriona Paton | *Agenda Item 9.5* |
| Inspector Ewen Logie | *Agenda Item 10.3* |
| Jen Allen, Workforce Planning and Design Manager | *Agenda Item 10.4* |
| Peter Blair, Head of Strategic Workforce Planning | *Agenda Item 10.4* |
| David MacDonald, Project Manager | *Agenda Item 10.4* |
| James Bertram, Health and Safety Manager | *Agenda Item 10.5* |
| Supt Rob Hay | *Agenda Items 10.6 and 10.7* |
| Chief Supt Duncan Sloan | *Agenda Item 11.2* |
| Phil Collard, Head of Estates | *Agenda Item 12.2* |
| Andy Bell | Superintendent, Strategic Engagement and Governance  (*apologies for 16 November)* |
| Danny Hatfield | Superintendent, Executive Support |
| Claire Hailstones | Secretariat, Committee Services |

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| Item | No. | Items discussed | |  |  | | --- | --- | | Decision/Action |  | | To be actioned by |
| 1. | **1.1**  **1.2** | **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.  It was confirmed that the meeting would be paused between 1045hrs and 1115hrs to allow members to carry out acts of remembrance marking Armistice Day.  **Apologies**  Apologies were given as previously noted. |  |  |
| 2. | **2.1**  **2.2**  **2.3** | **Quorate, Minutes and Action Log**  **Review of Action Log**  All actions were reviewed and updated as per the action log.  **Decisions since last meeting**  There had been no SLB level decisions since the last meeting in October.  **Summary of Discussion**  The summary of discussion was approved as a true and accurate reflection of the October meeting. The meeting was quorate. | **Approved** |  |
| 3. | **3.1** | **Matters Arising**  **On call update**  An update was provided by ACC Higgins regarding significant operational incidents from the previous 24 hours. | **Noted** |  |
| **Operation Talla** | | | | |
| 4. | **4.1** | **Operation TALLA**  **Operation Talla Update**  DCC Graham provided a verbal update, outlining recent Police Scotland enforcement activity and the potential for regulations relating to travel restrictions to be introduced. An update was also provided by ACC Speirs in respect of ongoing work relating to ‘Renewal and Improvement’. These updates were noted by members who continued to recognise the value of localised flexibility within a national policing service during this unprecedented period of challenge and uncertainty. | **Noted** |  |
| **Force Primary Boards** | | | | |
| 5. | **5.1** | **Strategic Organisational Performance Board**  DCC Taylor presented a report from the Strategic Organisational Performance Board, which met on 2 November, including confirmation of reports approved at the meeting for onward transmission to the Scottish Police Authority Policing Performance Committee. This was noted by members. | **Noted** |  |

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| 6. | **6.1** | **Corporate Finance and People Board**  DCC Taylor and DCO Page presented a report from the Corporate Finance and People Board, which met on 3 November, highlighting significant areas of discussion from their respective business areas. This was noted by members. | **Noted** |  |
| 7. | **7.1**  **7.2** | **Operational Delivery Board**  DCC Graham presented a report from the Operational Delivery Board which met on 27 October 2020, including an update on the continuing development of Regional Delivery Boards and the revised Tactical Assessment. This was noted by members.  **Operational Delivery Board Plus – Purpose and Agenda**  Director McMahon presented a report outlining the remit of the ODB+ and ongoing work to align resources with demand, ensuring alignment with other strategic priorities including the Strategic Workforce Plan. This generated significant discussion among members relating to capacity, benefits, demand and resource allocation. | **Noted**  **Noted** |  |
| **8.** | **8.1** | **Change Board**  DCO page presented a report from the Change board which met on 3 November 2020. This included updates on a number of business cases which had been presented and approved. This was noted by members. | **Noted** |  |
| **Portfolio Areas** | | | | |
| 9. | **9.1**  **9.2**  **9.3**  **9.4**  **9.5**  **9.6** | **DCC Local Policing**  **Management Board Update**  DCC Kerr presented a report from the Local Policing Management Board, which met on 4 November 2020. Updates were provided in respect of ongoing work on the Local Policing Programme Review, and refreshed engagement meetings with COSLA and SOLACE through the Local Policing Programme. This generated discussion among members.  **Public Confidence Monthly Update**  ACC Hawkins presented a report highlighting current public confidence information, with overall confidence levels recorded at 64%. This was noted by members, who recognised the critical importance of maintaining public confidence in policing, which is fundamental to police legitimacy.  **Mental Health Demand**  ACC Ritchie presented a report which outlined policing and cross-sector challenges in providing appropriate support to those experiencing mental health crisis and distress. A number of ongoing and developing workstreams were detailed, including operational activity to support those in mental health crisis and distress, work required to better understand this type of demand and its impact, and engagement required with key stakeholders. This generated discussion among members who endorsed the direction of travel and approved the report for transmission to the Scottish Police Authority, seeking their support and involvement in this critical area.  **DECISION: Report approved for transmission to Scottish Police Authority.**  **Naloxone Proposals**  ACC Ritchie presented a report which proposed a Test of Change for the carriage/use of intra-nasal Naloxone by Police Scotland Officers in three test areas in early 2021. This generated discussion among members who approved the Test of Change proposal.  **DECISION: Recommendations approved by members.**  **Force Middle Office Restructuring**  Chief Supt Paton presented a report, providing an update on the ongoing Force Middle Office Remodelling. The update included background context, scope, progress to date and next steps. This generated discussion among members, particularly in respect of alignment with other areas of review, redesign and rationalisation ongoing in other corporate areas. The report was noted by members, with an Action generated.  **ACTION: Short report to be prepared for next SLB providing holistic overview of corporate rationalisation work ongoing (including RDU, Middle Office, Intelligence Review, APU Redesign), outlining mechanisms in place to ensure appropriate governance, prioritisation and alignment.**  **Regulatory Change for Special Constables and Volunteering Strategy**  ACC Hawkins presented a report detailing the broad programme of work being undertaken as part of the Volunteering Strategy to support the experience of Special Constables and other volunteers. This was noted by members. | **Noted**  **Noted**  **Approved**  **Approved**  **Noted**  **ACTION**  **Noted** | **DCO Page / DCC Taylor** |
| 10. | **10.1**  **10.2**  **10.3**  **10.4**  **10.5**  **10.6**  **10.7** | **DCC People and Professionalism**  *(Note: This section of the agenda was heard during a continuation of SLB on Monday 16 November)*  **Management Board Update**  DCC Taylor presented a report from the People and Professionalism Management Board, which met on 22 October 2020. This was noted by members.  **People and Development Update**  Director Helliker presented a report highlighting key areas of work within the People and Development business area, including an update on SPRM appeals and the uptake of flu vaccinations across the organisation. This was noted by members.  **Special Leave Proposals**  Director Helliker introduced a report, presented by Inspector Ewen Logie, which proposed a consolidation of special leave entitlements for police officers across Scotland, with built in escalation thresholds to support wellbeing and individual circumstances. The report also proposed consolidation and consistency in the application of carer’s leave entitlement for police officers. Following discussion, this was approved by members.  **DECISION: Recommendations approved by members.**  **Strategic Workforce Plan**  Director Helliker presented a report, including a copy of the draft Strategic Workforce Plan which had been shared with members prior to SLB. Endorsement was sought for the draft SWP, along with approval to share with key stakeholders for comment. During discussion, the Chair thanked those involved for their hard work and dedication to develop the SWP.  **DECISION: Draft SWP endorsed by members and approved for transmission to stakeholders for comment.**  **Annual Health and Safety Report**  James Bertram presented a report in respect of the draft Annual Health and Safety Report. The Report demonstrated the breadth of work undertaken in respect of Health and Safety in the previous year and was approved by members.  **DECISION: Annual Report approved by members.**  **Driver Training**  Supt Rob Hay presented a report which proposed a revised model for the delivery of Road Policing/Driver training. This generated discussion among members who supported the proposal in principle, however agreed that a broader view in respect of the impact of the proposal across territorial and other divisions was required, before any decision could be taken. It was requested that additional engagement take place, with an update to be provided to SLB members at the Operational Review Meeting on Monday 23 November.  **DECISION: Proposal support in principle, with an update to be provided to SLB members in respect of impact on divisions at ORM on 23 November.**  **OST Update**  Supt Rob Hay presented a report seeking approval for the resumption of Operational Safety Training in November 2020, with the two day enhanced OST and First Aid course previously approved at SLB to be delivered. It was confirmed that OST Refresher Training had been suspended since March 2020 due to COVID-19, and the resumption of the OST programme would include additional health and safety measures. This generated discussion among members who approved the proposal.  **DECISION: Recommendations approved by members.** | **Noted**  **Noted**  **Approved**  **Approved**  **Approved**  **Not Approved (Supported in Principle)**  **Approved** |  |
| 11. | **11.1**  **11.2**  **11.3**  **11.4**  **11.5**  **11.6**  **11.7**  **11.8**  **11.9**  **11.10**  **11.11**  **11.12** | **DCC Crime and Operational Support**  **Management Board Update**  DCC Graham presented a report from the Crime and Operational Support Management Board which met on 28 October 2020. This was noted by members.  **Intelligence Review**  Det Chief Supt Sloan presented a progress update report in respect of the ongoing Intelligence Review, which will continue to be reported on through the Crime and Operational Support Management Board, then to SLB on a monthly basis. This was noted by members.  **CT MOU and Command and Control Protocol**  ACC McLaren presented a report to brief members on the updated Counter Terrorism Command and Control Protocol and Memorandum of Understanding, which provide clarity on Police Scotland’s position in the wider UK CTP network. This was noted and endorsed by members.  **Police Service Agreements at Scottish Airports**  ACC McLaren presented a report which updated members on the current position in respect of Police Service Agreements (PSAs) at Scottish Airports, which had been impacted on as a result of COVID-19. The report sought approval for recommended negotiating parameters in respect of PSAs for the year 2021/22. Following discussion, the recommendations were approved.  **DECISION: Recommendations approved by members.**  **Project FORTIS**  ACC McLaren presented a report which provided an overview of Police Scotland’s involvement in Project FORTIS, a UK wide project to develop and deliver an improved incident reporting platform for victims of cybercrime, and increase cybercrime collaboration / information sharing across agencies. The report sought approval for Police Scotland’s continued engagement with the project.  **DECISION: Recommendations approved by members.**  **Business Continuity**  ACC Williams presented a report, detailing a number of recommendations designed to enhance business continuity arrangements within Police Scotland. Members noted and approved the recommendations contained within the report.  **DECISION: Recommendations approved by members.**  **Flexible Response Unit**  ACC Williams presented an update report, seeking approval for proposed refinements to the operating model for the Flexible Response Unit, following initial consideration by the Strategic Leadership Board in September 2020. Following discussion, members noted and approved the recommendations contained within the report.  **DECISION: Recommendations approved by members.**  **Event Cost Recovery**  ACC Williams presented a report which outlined significant work undertaken in respect of event cost recovery arrangements, and proposals in respect of deferred timescales for cost recovery protocols. Following discussion, members noted and approved the recommendations contained within the report, recognising the role of the Scottish Police Authority in respect of cost recovery framework arrangements.  **DECISION: Recommendations approved by members.**  **CTSFO Uplift**  ACC Williams presented a report in respect of ongoing work in relation to Armed Policing training. This generated discussion among members who were fully supportive of the work to date and approved the recommendations.  **DECISION: Recommendations approved by members, with opportunities to reduce implementation timescales to be explored.**  **Biometrics**  ACC Heaton presented a report proposing the consolidation of Police Scotland governance arrangements in respect of biometrics. This generated discussion among members who approved the recommendations.  **DECISION: Recommendations approved by members.**  **Cyber Implementation Plan**  DCC Graham presented a report, seeking support for the direction of travel in respect of the implementation plan for the Cyber Strategy, and approval for a small uplift in resource to support this work. This generated discussion among members, who endorsed the direction of travel and approved the resource request, with the caveat that these should not be supernumerary posts.  **DECISION:** **Recommendations approved by members, subject to caveat.**  **ESMCP Update**  ACC Williams presented a report, providing an update on the development of the Emergency Services Mobile Communications Programme (ESMCP) and the progress being undertaken to prepare for the transition to the Emergency Services Network (ESN). This was noted by members. | **Noted**  **Noted**  **Endorsed**  **Approved**  **Approved**  **Approved**  **Approved**  **Approved**  **Approved**  **Approved**  **Approved**  **Noted** |  |
| 12 | **12.1**  **12.2**  **12.3**  **12.4** | **DCO Corporate Services, Strategy and Change**  **Management Board Update**  DCO Page presented a report from the Corporate Management Board which met on 26 October 2020. This was noted by members.  **Estates Strategy**  Phil Collard presented a report which provided a progress update and outlined next steps in respect of the Facilities Management Strategy. This was noted by members.  **Development of 2021-22 Annual Policing Plan**  Director McMahon presented a report, outlining the proposed process and timeline for preparation of the Annual Police Plan 2021-22. This was approved by members.  **DECISION: Approved by members.**  **Spending Review**  CFO Gray and Chris Brown presented a report detailing ongoing work to inform the annual spending review. This generated discussion among members who noted the update. | **Noted**  **Noted**  **Approved**  **Noted** |  |
| 16. |  | **Papers Approved for Submission to SPA**  Agenda Item 9.3 – Mental Health Demand |  |  |
| 17. |  | **AOCB**  DCO Page provided an initial update in respect of ICT Service Delivery, highlighting the additional support required (from within the ICT business areas), to maintain ICT infrastructure resilience. This generated discussion among members, with further discussion required in due course. |  |  |
| 18. |  | **Review of Actions**  Action generated at Agenda Item 9.5 |  |  |
|  |  | **Future Meetings**  Wednesday, 9 December 2020 at 0900 hours via video conferencing.  The Chair closed the meeting and thanked members for their input. |  |  |