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Strategic Leadership Board - Discussion Summary

Wednesday 13 January 2020

Board Members In Attendance

Iain Livingstone	Chief Constable
Fiona Taylor	DCC People and Professionalism
Will Kerr	DCC Local Policing
David Page	Deputy Chief Officer
Tim Mairs	ACC Local Policing East
John Hawkins	ACC Local Policing North
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
Pat Campbell	T/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 Gibson	Divisional Commander
Chief Supt John Paterson	Divisional Commander – Representing ACC Johnson
Chief Supt Phil Davison	Presenting Item 7.2
Supt Chris Scobbie	Presenting Item 7.4
Supt Gillian Docherty	Presenting Item 8.3
Supt Alison Higgins	Presenting Item 8.4

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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Chief Supt Andy McDowall	Presenting Item 8.6
Det Supt Catriona Henderson	Presenting Item 8.7
Nicky Page	Presenting Item 8.9
Danny Hatfield	Superintendent, Executive Support
Andy Bell	Superintendent, Strategic Engagement and Governance
Claire Hailstones	Secretariat, Committee Services
Apologies	
Malcolm Graham	DCC Crime and Operational Support
Steve Johnson	ACC Local Policing West

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.		Chair's Opening Remarks		
	1.1	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 as previously noted.		
2.		Quorate, Minutes and Action Log		
	2.1	Review of Action Log All actions were reviewed and updated as per the action log.		

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	2.2	Decisions since last meeting There had been no SLB level decisions since the last meeting in December.		
	2.3	Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the December meeting. The meeting was quorate.	Approved	
3.		Matters Arising		
	3.1	On call update An update was provided by ACC Higgins regarding significant operational incidents from the previous 24 hours.	Noted	
Operation Talla				
4.		Operation TALLA		
	4.1	Operation Talla Update ACC Speirs provided a verbal update, including an update on the forthcoming tightening of restrictions in Scotland, international travel and ongoing work to support the mobilising of resources where required to support visible policing in communities. An update was also provided on proactive work carried out to ensure continued supplies of personal protective equipment for officers and staff, and discussion in respect of organisational health and safety measures.	Noted	

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Force Primary Boards				
5.	5.1	Audit and Risk Board ACC Speirs presented a report from the Audit and Risk Board, which met on 22 December, highlighting significant areas of discussion, including potential audit areas identified for 2021/22. This was noted by members.	Noted	
6.	6.1	Health and Safety Board DCC Taylor presented a report from the Health and Safety Board, which met on 16 December, highlighting significant areas of discussion from relevant business areas. This was noted by members.	Noted	
Portfolio Areas				
7.	7.1	DCC Local Policing Management Board Update DCC Kerr provided a verbal update from the Local Policing business area, signposting ongoing work in respect of Body Worn Video and Modernised Contact and Engagement, as well as continued involvement in the national Drug Deaths Taskforce. These areas were discussed in more detail at the conclusion of the portfolio agenda items.	Noted	

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	<p>7.2</p>	<p>Local Policing Programme Themes and Priorities 2021/22</p> <p>ACC Hawkins and CSU Davison presented a report seeking approval of the proposed themes and priorities for the Local Policing Programme in 2021/22. It was confirmed that each of the seven themes would have an executive lead, with updates provided on a monthly basis through the Local Policing Management Board. Members noted the developing maturity of the Local Policing Programme and approved the seven priority themes for 2021/22.</p> <p>DECISION: Proposed themes for the LPP in 2021/22 approved by members.</p>	<p>Approved</p>	
	<p>7.3</p>	<p>Public Confidence Monthly Update</p> <p>ACC Hawkins presented a report highlighting current public confidence information, with average public confidence levels recorded at 59% through the Police Scotland survey. This was noted by members, who recognised the critical importance of maintaining public confidence in policing, which is fundamental to police legitimacy.</p>	<p>Noted</p>	
	<p>7.4</p>	<p>Volunteering Strategy</p> <p>ACC Hawkins and Supt Scobbie presented a report, seeking approval for the draft Volunteering Strategy, which had been designed to underpin a broad programme of work to support and enhance the experience of Special Constables and other volunteers in Police Scotland. Members acknowledged the value offered by Special Constables, and were advised that over 60,000 deployment hours had been contributed to public service in the period from April to December. Members commended the work of Special Constables and other volunteers, and approved the draft strategy.</p> <p>DECISION: Volunteering Strategy approved by members.</p>	<p>Approved</p>	

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	<p>7.5</p> <p>7.6</p>	<p>Criminal Justice Update</p> <p>ACC MacDonald presented a report which provided an update on Police Scotland’s support to the wider Criminal Justice Sector’s Recover, Review, and Transform (RRT) programme. This was noted by members.</p> <p>International Development Strategy</p> <p>ACC Ritchie presented a report seeking approval for the revised Police Scotland International Strategy. Members gave strong commitment to ongoing International Development work and acknowledged the creation of the International Academy in the previous year. There was discussion about the robust risk assessment processes in place for international deployments, and the Strategy was approved by members.</p> <p>DECISION: International Development Strategy approved by members.</p> <p>Following the substantive local policing agenda items, discussion took place in respect of three additional items (not on agenda):</p> <p>Drug Deaths Taskforce: ACC Ritchie provided an update following the latest meeting of the Drug Deaths Taskforce. This was noted by members.</p> <p>Body Worn Video: Members discussed Body Worn Video, recognising the wider strategic engagement, partnerships and funding required to enable the introduction of BWV in the broader Service, and the shorter term operational imperative in respect of BWV for armed officers.</p> <p>Modernised Contact and Engagement: ACC Hawkins provided an update on the next phase of the modernisation programme, following completion of the CAM roll out. This was noted by members.</p>	<p>Noted</p> <p>Approved</p> <p>Noted</p> <p>Noted</p> <p>Noted</p>	
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8.		DCC People and Professionalism		
	8.1	Management Board Update DCC Taylor presented a report from the People and Professionalism Management Board which met on 21 December 2020. This was noted by members.	Noted	
	8.2	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 the Strategic Workforce Plan and training requirements for the organisation. This was noted by members.	Noted	
	8.3	Operation Tarn Supt Docherty presented an update in respect of ongoing work by the Operation Tarn Team and progress made to date. The update was noted by members, and it was confirmed Operation Tarn will now be a standing item at SLB, with monthly updates to be provided.	Noted	
	8.4	Risk Assessed Remote Renewal Policy for Firearms Licensing Supt Higgins presented a report recommending the introduction of a risk based remote renewal process for firearms and shotgun licensing. Members were advised that the proposed approach would align with national Home Office Guidance, and would consolidate the approach taken during the response to COVID-19. Following discussion, the recommendation was approved by members. DECISION: Recommendation approved.	Approved	
	8.5	Chief Constable Commitments DCC Taylor presented a report highlighting progress against the Chief Constables Commitments for 2020/21. This was noted by members.	Noted	

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	8.6	Complaint Handling Operating Model ACC Speirs and Chief Supt McDowall presented a report seeking approval for the introduction of a revised complaint handling operating model. The proposal is designed to deliver a more efficient and consistent approach to complaint handling. Following discussion, this was approved by members. DECISION: Revised Complaints Handling Operating Model approved.	Approved	
	8.7	Lawful Business Monitoring ACC Speirs and Detective Supt Henderson presented a report seeking approval for the introduction of Lawful Business Monitoring software within Police Scotland. During discussion, governance processes and thresholds for use of the software were outlined. Following discussion, this was approved by members. DECISION: Recommendation for Lawful Business Monitoring approved.	Approved	
	8.8	Developing Ethical and Explainable Artificial Intelligence Director McMahon presented a report which provided an update on a pilot project, co-sponsored by Scottish Government, to explore and develop a scalable and repeatable AI framework, which is aligned to the developing Data Ethics Strategy. This was noted by members. During discussion, it was agreed that internal governance for the AI work should be developed further. ACTION: Framework for Internal Governance of AI development work to be produced.	Noted Action	Director McMahon
	8.9	BME Action Plan Nicky Page presented a report seeking approval for the draft Police Scotland BME Action Plan. Members were advised that the Action Plan had been developed with engagement from SEMPER and other staff associations, and was aligned to the Police Scotland People		

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	9.4	<p>were updated that due to supplier difficulties, roll out of footwear across the Service could not be completed until 2022/23. Approval was sought to continue the roll out to officers and PCSOs in line with this extended timescale. Following discussion, this was approved, with provision of footwear to continue on a geographic roll out.</p> <p>DECISION: Rollout of footwear to continue in line with extended timescale.</p> <p>Members noted the update in relation to Body Armour.</p> <p>TASER – Proposed Future Operating Model</p> <p>ACC Williams presented a report which outlined five recommendations for the development of the future operating model in respect of TASER. This led to detailed discussion about the recommendations, including consideration about engagement and communication requirements. It was agreed that the recommendations captured the desired future direction for Police Scotland and were endorsed by members.</p> <p>DECISION: Recommendations were endorsed by members.</p>	<p>Approved</p> <p>Noted</p> <p>Endorsed</p>	
10	10.1	<p>DCO Corporate Services, Strategy and Change</p> <p>Management Board Update</p> <p>DCO Page provided a verbal update on the work ongoing under the corporate services, strategy and change portfolio area. This was noted by members.</p>	<p>Noted</p>	
	10.2	<p>Annual Policing Plan Update</p> <p>Director McMahon presented a report updating on progress to develop the Annual Police Plan for 2021/22, seeking feedback on the initial draft from members in the forthcoming days. This was noted by members.</p>	<p>Noted</p>	

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	10.3	2021/22 Budget Update CFO Gray presented a report providing members with an update on work to develop the budget for 2021/22. This generated significant discussion amongst members regarding budget requirements for the forthcoming year. It was agreed that there would be an extended discussion in respect of budget at the SLB in February. This was noted by members.	Noted	
11.		Papers Approved for Submission to SPA Item 7.2 – Local Policing Programme		
12.		AOCB		
13.		Review of Actions One action generated at Item 8.8.		
		Future Meetings Wednesday, 10 February 2020 at 0900 hours via video conferencing. The Chair closed the meeting and thanked members for their input.		

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