# Strategic Leadership Board - Discussion Summary

Wednesday 13 April 2022

## Board Members in Attendance

Iain Livingstone, Chief Constable (Chair)

Fiona Taylor DCC Professionalism, Digital and Transformation

Malcolm Graham DCC Crime and Operational Support

Will Kerr DCC Local Policing

David Page Deputy Chief Officer

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Steve Johnson ACC Local Policing West

Alan Speirs ACC Professionalism & Assurance

Emma Bond ACC Partnerships, Prevention & Community Wellbeing

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

Sean Scott Chief Supt Divisional Commander (representing ACC Mairs)

Louise Blakelock Chief Supt Operational Support (representing ACC Williams)

Barry Blair Chief Supt Criminal Justice (representing ACC MacDonald)

Kate Stephen Chief Supt Local Policing (representing ACC Hawkins)

Nicky Page Head of HR People and Development (representing Director Helliker)

Peter Blair Head of Strategic Workforce Planning (presenting Item 8.4)

Gerry Corrigan Supt Operational Support (presenting Item 9.2)

Alan Wright Supt Operational Support (presenting Item 9.3 and 9.4)

Campbell Wallace Supt Operational Support (presenting Item 9.5)

Martyn Evans Scottish Police Authority Chair

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

Kenny MacDonald ACC Criminal Justice

John Hawkins ACC Local Policing North

Mark Williams ACC Operational Support

Tim Mairs ACC Local Policing East

Jude Helliker Director of People and Development

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## 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 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 two actions from the March SLB meeting had been discharged and could be closed.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there had been two SLB level decisions since the last meeting in March, relating to the Queen’s Platinum Jubilee and updated Operation Talla guidance.

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 9 March.

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, confirming the minimal additional demands being placed on Police Scotland’s operational response as a direct result of residual COVID restrictions in Scotland. However, it was confirmed that in line with current levels of community transmission, absence levels attributed to COVID throughout Police Scotland remain high which presents an organisational and operational challenge. A range of options and strategies remain under review in order to manage capacity, demand and service delivery. This was noted by members.

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. In conjunction with the update provided at Item 4.1, this led to significant discussion about the wider resourcing challenges being experienced across Police Scotland, and work to mitigate and address this. This was noted by members, with the following two actions generated:

ACTION: SLWG to be created to better understand the organisational and operational implications of the various pressures impacting on police officer numbers in Scotland, including recruitment and training challenges associated with COVID-19 and COP26; pension remedy and commutation cap revision; and accumulation of annual leave and RRRDs across the Force. SLWG to be chaired by DCO, and to produce agreed holistic position to inform organisational planning, response, and mitigations, including addressing potential skills gaps.

ACTION: Paper to be prepared for and presented to the Operational Review Meeting on 25 April which will outline ongoing work at national level for corporate functions to support Local Policing Divisions resource events in their command area during this period of acute resourcing pressure, and how to formalise arrangements to maintain this support.

Decision/Action: Noted

## 5. Force Primary Boards

### 5.1 Chief Constable’s Strategic Coordination Group

The Chief Constable presented a report from the Strategic Coordination Group which met on 2 March, highlighting significant areas of discussion, including the work which had been undertaken to develop the joint Police Scotland and SPA submission to the Scottish Government’s Spending Review. This was noted by members.

Decision/Action: Noted

### 5.2 Audit and Risk Board

DCO Page presented a report from the Audit and Risk Board which met on 15 March, highlighting significant areas of discussion, including internal audit reporting and the use of self-evaluation as part of HMICS inspection processes. This was noted by members.

### 5.3 Corporate Finance and People Board

DCO Page presented a report from the Corporate Finance and People Board which met on 5 April, highlighting significant areas of discussion, including an update on end of year accounting activity, and a number of contract awards. Under the People section, areas for discussion included Management Information Dashboards and Strategic Workforce Planning. This was noted by members.

Decision/Action: Noted

### 5.4 Change Board

DCO Page presented a report from the Change Board which met on 5 April, highlighting significant areas of discussion including a number of business case considerations and approvals, and revisions to the Terms of Reference. DCC Taylor also provided a verbal update on the Governance Workshop which had taken place in April, confirming this was the first of two workshops to consider aspects of Police Scotland governance arrangements and assess whether they remain efficient and effective. This was noted by members.

Decision/Action: Noted

### 5.5 Organisational Delivery and Design Group

DCO Page presented a report from the Organisational Delivery and Design Group which met on 31 March, highlighting significant areas of discussion, including revised resource prioritisation arrangements. This was noted by members.

### 5.6 Health and Safety Board

DCC Taylor presented a report from the Health and Safety Board which met on 25 March, highlighting significant areas of discussion including health and safety performance and the development of a Health and Safety Governance Framework. This was noted by members

### 5.5 Wellbeing Governance Board

DCC Taylor presented a report from the Wellbeing Governance Board which met on 25 March, highlighting significant areas of discussion including ongoing work to continually assess what is required to support our people. This was noted by members.

## Portfolio Areas

## 6. DCC Professionalism, Digital & Transformation

### 6.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Digital and Transformation Management Board which met on 29 March, highlighting significant areas of portfolio business. This was noted by members.

### 6.2 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. This includes ongoing engagement with a number of external stakeholders. This was noted by members.

### 6.3 M9 Fatal Accident Inquiry

DCC Taylor presented a report seeking approval to establish a small team to carry out the work that will be required to support the forthcoming Fatal Accident Inquiry. Following discussion, the recommendation was approved.

DECISION: Establishment of a small team to support the Fatal Accident Inquiry approved.

### 6.4 Operation Tarn Update

ACC Speirs provided an update in respect of work under Operation Tarn to support the ongoing Public Inquiry. This was noted by members.

### 6.5 Vetting Demand and Recruitment Vetting Renewals

ACC Speirs presented a report seeking approval of two recommendations designed to enhance Police Scotland’s approach to recruitment vetting renewals, and meet business as usual demands in terms of vetting. Members were advised that the recommendations would require additional budget and additional staff, but that this was considered to be an organisational imperative to maintain trust and confidence in policing. Following discussion, the two proposed recommendations were approved, with the budget and resources requirements to be progressed through finance, and DDRB and ODDG processes.

DECISION: Recommendations in respect of recruitment vetting renewals, and management of additional BAU demand approved.

## 7. DCC Local Policing

### 7.1 Management Board Update

DCC Kerr presented a report from the Local Policing Management Board which met on 7 April, highlighting significant areas of discussion relating to portfolio business. This included an update on work to conclude the statutorily required Gaelic Language Plan, and the potential impact on Police Scotland resulting from temporary changes to the Scottish Ambulance Service operating model in certain local areas. This was noted by members.

### 7.2 Public Confidence

CS Stephen presented a report highlighting current levels of public confidence in respect of policing, which is drawn from information from a variety of sources including the ‘Your Police Survey’ and Police Scotland’s ‘User Experience Survey’. The report also detailed activities being undertaken across a number of business areas to support public confidence. This was noted by members.

### 7.3 Publication of UK 999 Data

CS Stephen presented a report seeking approval to include Police Scotland data in the publication of data by the Home Office in respect of police emergency (999) calls from May 2022. Following discussion, the recommendation was approved by SLB members, who acknowledged that this would also require formal support from the Scottish Police Authority. DECISION: Proposal approved, pending discussion with and support from the Scottish Police Authority.

### 7.4 Electronically Monitored Bail

CS Blair presented a report in respect of the implementation of Electronically Monitored Bail in Scotland, and the anticipated impact on Police Scotland. It was confirmed that this will be a phased implementation in Scotland, and that Police Scotland remains closely engaged with relevant stakeholders. This was noted by members.

### 7.5 National Case Assessment Proposal

CS Blair presented a report in respect of work to standardise Case Assessment as a function within Police Scotland, and the introduction of a new national operating model. This was noted by members.

## 8. DCO Corporate Services, People and Strategy

### 8.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 28 March, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 8.2 People and Development Update

Nicky Page presented a report detailing key work within the People and Development business area, including an update on probationer intakes and the 2022 pay claim. This was noted by members.

### 8.3 National Mentoring Programme

Nicky Page presented a report in respect of the National Mentoring Programme which is being operated as a pilot at present. This was noted by members.

### 8.4 Implications of Pension Changes (Operation Loch)

Peter Blair presented a report outlining the work being undertaken to consider the organisational implications of recent changes to pension rules. This generated significant discussion about the strategic options available to mitigate the short, medium and longer term impact, and concurrent challenges which exist in terms of recruitment, resourcing, skills and experience. This was noted by members. Note: Action generated at Item 4.2 is also linked to this agenda item.

### 8.5 Joint Activity with SPA Update

Director McMahon presented a report which provided an update on joint activity being undertaken with the Scottish Police Authority. This was noted by members.

### 8.6 DCO/DCC Delivery Plans

Director McMahon presented a report which provided an update on the development of portfolio level delivery plans, which support delivery of the Annual Police Plan. It was confirmed that three of the delivery plans have been agreed through respective management board with, with the remaining plan pending review and approval. This was noted by members.

### 8.7 Enabling Policing for the Future Programme

James Gray presented a report which provided an update on the work in respect of the EPF Programme. It was confirmed that the EPF Outline Business Case will be submitted to the Scottish Police Authority for consideration. This was noted by members.

## 9. DCC Crime and Operational Support

### 9.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 30 March, highlighting significant areas of portfolio business. This was noted by members.

### 9.2 Operation Unity

Supt Corrigan presented a report which provided an update on mutual aid requests received and approved in respect of the 2022 Commonwealth Games. This was noted by members.

### 9.3 Removed from summary due to nature of subject

### 9.4 Removed from summary due to nature of subject

### 9.5 Emergency Services Mobile Communications Programme

Supt Wallace presented a report which provided an update on the ESMCP, including ongoing developments at Scottish Government and UK Government level. This was noted by members.

### 9.6 Intelligence Policing Programme Update

ACC Freeburn presented a report which provided an update on the progress being made to implement the Intelligence Policing Programme. This was noted by members.

### 9.7 OCCTI Strategic Efficiency and Reinvestment Review

ACC Freeburn presented a report which provided an update on Phase 1 of the OCCTI Strategic Efficiency and Reinvestment Review. This was noted by members.

### 9.8 MAPPA Information Sharing and Use of ViSOR

ACC Smith presented a report which provided an update on work to address and resolve challenges in respect of information sharing between Police Scotland and MAPPA partners. This was noted by members.

## 10. Papers Approved for Submission to SPA

## 11. AOCB

N/A

## 12. Review of Actions

Action generated at agenda item 4.2

## Future Meeting

The next meeting will take place Monday 9 May 2022.

The Chair closed the meeting and thanked members for their input.