# Strategic Leadership Board - Discussion Summary

Wednesday 14 November 2022

## Board Members in Attendance

Sir Iain Livingstone Chief Constable (Chair)

David Page Deputy Chief Officer

Malcolm Graham DCC Crime and Operational Support

Bex Smith ACC Major Crime, Public Protection and Local Crime

Tim Mairs ACC Local Policing East

Steve Johnson ACC Local Policing West and Criminal Justice

Mark Williams ACC Operational Support

Andy Freeburn ACC Organised Crime, CT and Intelligence

Alan Speirs ACC Professionalism & Assurance

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Nicky Page Deputy Director of People and Development

Tom McMahon Director of Strategy and Analysis

James Gray Chief Financial Officer

Chris Starrs Head of Corporate Communications

## Others In Attendance

Faroque Hussain Chief Supt Divisional Commander

Kerri Maciver Head of Portfolio Management (Representing CDIO Hendry)

James Douglas Legal Services Manager (Representing Duncan Campbell)

Jen Cassells National Sustainability Lead (Presenting Item 5.5)

Yvonne Johnston Estates Lead (Presenting Item 5.6)

Andy Thomson Supt (Presenting Item 5.6)

Lynne Brown Strategic Budget Lead (Presenting Item 5.7)

David Kennedy, Scottish Police Federation (Participating in discussion of Item 7.6)

Paul Thornton Executive Account Manager, Corporate Communications

Jen Aird Supt, Strategic Engagement and Governance

David Sharp Supt Executive Support

Claire Hailstones Secretariat, Committee Services

## Apologies

DCC Local Policing

Fiona Taylor DCC Professionalism, Digital and Transformation

Emma Bond ACC Local Policing North

Andrew Hendry Chief Digital Information Officer

Duncan Campbell Head of Legal Services

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

The Chair welcomed all attendees to the meeting, held virtually on video conferencing.

## 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, with the one remaining action proposed for closure.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there had been no SLB level decisions since the last meeting on 9 November 2022.

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 November 2022.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

An update was provided by ACC Mairs regarding significant operational incidents from the previous 24 hours.

Decision/Action: Noted

## 4. Force Primary Boards

## 4.1 Strategic Organisational Performance Board

The Chief Constable presented a report from the Strategic Organisational Performance board which met on 14 November, highlighting significant areas of discussion including the quarterly performance report and engagement with SPA. This was noted by members.

### 4.2 Corporate Finance and People Board

DCO Page presented a report from the Corporate Finance and People Board which met on 29 November, highlighting significant areas of discussion, including financial monitoring, mountain rescue insurance and other associated considerations around the policing budget. This was noted by members.

Decision/Action: Noted

### 4.3 Change Board

DCO Page presented a report from the Change Board which met on 29 November, highlighting significant areas of discussion including ongoing prioritisation considerations and Change Board approval of the Initial Business Case in respect of Office 365. This was noted by members.

Decision/Action: Noted

### 4.4 Audit and Risk Board

DCO provided an update from the Audit and Risk Board which met on 13 December highlighting significant areas of discussion around risk review, audit recommendations and internal audit provisions. This was noted by members.

## 4.5 Resource Prioritisation Strategic Group

DCC Graham presented an update from the Resource Prioritisation Strategic Group which met on 22 November, highlighting significant areas of discussion including updates from tactical group and how this group will be managed going forward. This was noted by members.

## 4.6 CONTEST Board

DCC Graham presented a report from the CONTEST Board which met on 10 December, highlighting significant areas of discussion including CT Communications and lessons learned from Manchester Arena incident. This was noted by members.

## Portfolio Areas

## 5. DCO Corporate Services, People and Strategy

## 5.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 28 November, highlighting significant areas of portfolio business including an update on the estates work currently being undertaken at the Scottish Police College, Tulliallan. This was noted by members.

## 5.2 People and Development Update

Deputy Director Page presented a report detailing key work within the People and Development business area, providing updates on MyCareer, ill health referrals and the occupational health contracts. This was noted by members.

## 5.3 Duty Modifications

Deputy Director Page presented a report detailing the work being undertaken on Duty Modifications. This included an update on the completed and outstanding recommendations and the work being undertaken by the Short Life Working Group. This was noted by members.

## 5.4 Coronation of King Charles III – Public Holiday

Deputy Director Page presented a report in relation to considerations around a public holiday for the Coronation of King Charles III. The funding requirements and implications to mutual aid requests were discussed. The proposal was approved by members.

DECISION: Approved – Planning to commence and proposal will be taken to Police Negotiating Board for consideration.

## 5.5 Adaptation Strategy

CFO Gray and Jen Cassells presented a report in relation to the Adaptation Strategy, outlining our legislative requirements under climate change. This will be delivered to Scottish Government to demonstrate how we are fulfilling our requirements. A draft strategy will be developed by February/March with a final Strategy coming back to SLB towards May. This was noted by members.

## 5.6 Estates Update

CFO Gray, Yvonne Johnstone and Supt Andy Thomson presented a report in relation to the above. This provided members with an update on a change of direction and revised vision, proposals and benefits of the proposed rationalisation of a number of police stations and functions. Members endorsed the renewed direction of travel and noted the update.

## 5.7 2023-24 Budget Strategy

CFO Gray and Lynn Brown presented an update report on the Budget Strategy for 2023-24. This generated significant discussion and was noted by members.

## 5.8 Joint Activity with SPA

Director McMahon presented a report highlighting the joint activity being undertaken with SPA. This was noted by members.

## 6. DCC Crime and Operational Support

## 6.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 30 November, highlighting significant areas of portfolio business including Road Safety and proposed changes to Domestic Abuse Act. This was noted by members.

## 6.2 Mountain Rescue Insurance

ACC Williams presented a report in relation to the purchase of public liability insurance for Mountain Rescue Teams. This was discussed with members and the recommendations within the report approved.

DECISION: Recommendations approved.

## 6.3 ESMCP Update

ACC Williams presented a report and updated members on the Emergency Services Mobile Communications Programme and implications from the recent decision by the National Programme to re procure part of the programme. The recommendations within the report regarding reallocation of resources from the project team, were approved by members.

DECISION: Recommendations within the report approved.

## 6.4 CT Comms Plan

ACC Freeburn and Chris Starrs presented a report in relation to a renewed CT Communications Plan. This was discussed and approved by members.

DECISION: CT Communications Plan approved.

## 6.5 Intelligence Policing Programme

ACC Freeburn presented a report that provided members with an update on the programme. This was noted by members.

## 6.6 Threat to Life Standard Operating Procedure Change

ACC Freeburn presented a report in relation to a revised standard operating procedure for Threat to Life. This was discussed by members and the revised SOP and publication date were approved.

DECISION: Approved by members.

## 6.7 Operation Unicorn Debrief

ACC Williams presented a report and updated members on the current position and final closure proposal for Police Scotland’s response to the death of Her Majesty The Queen. The lessons learned from National Partner Agencies were also discussed. This update was noted by members.

## 6.8 Partner Agency Industrial Action

ACC Williams presented a report to update members on recent developments in relation to potential public sector industrial action in Scotland and considerations from a Police Scotland perspective. This was noted by members.

## 6.9 Driver Training

ACC Williams presented correspondence between Police Scotland and Scottish Police Federation in relation to driver training. This was discussed and noted by members.

## 7. DCC Professionalism, Digital and Transformation

## 7.1 Management Board Update

ACC Speirs presented a report from the Professionalism, Digital and Transformation Management Board which met on 28 November, highlighting significant areas of portfolio business, the majority of which were to be discussed in greater detail later in the meeting. This was noted by members.

## 7.2 Policing Together Update

Deputy Director Page presented a report which provided an update on various strands of Policing Together activity being undertaken by Police Scotland. This was noted by members.

## 7.3 Independent Complaints Handling Review

ACC Speirs presented a report to provide members with a progress report in relation to addressing the recommendations from the Independent Review of Complaints, Investigations and Misconduct Issues in relation to policing. This has been ratified and signed off by HMICS. This update will go onto the SPA Complaints and Conduct Committee and People Committee. This was approved and noted by members.

DECISION: Approved for onward transmission to SPA.

## 7.4 Operation Tarn

ACC Speirs presented a report which provided an update on all aspects of the Public Inquiry, including future hearings, organisational learning, and financial implications. This was noted by members.

## 7.5 Use of Social Media

Chris Starrs presented a report regarding proposed changes to the Force’s social media accounts. This was noted by members and approved.

DECISION: Proposals within report approved.

## 7.6 Respiratory Protective Equipment Policy

ACC Speirs presented a report on the above in relation to the requirements for a Police Scotland RPE Policy. Scottish Police Federation joined meeting to participate in a discussion with members. It was agreed that work should continue and be developed with greater consultation and engagement.

DECISION: Recommendation within report supported by members.

## 8. DCC Local Policing

## 8.1 Management Board Update

ACC Johnson provided an update, highlighting significant areas of portfolio business. This was noted by members.

## 8.2 Local Policing Service Delivery Review

ACC Mairs presented a report in relation on the ongoing work being undertaken on the Local Policing programme. It has been agreed that the work of Force Middle Office Remodelling project will now be included as a strand of the LP Programme. The work continues to be progressing on track. This was noted by members.

## 8.3 Force Middle Office Remodelling Project

ACC Mairs presented a report regarding the above project, noting that this work will now be consolidated into the Local Policing Programme. This was noted by members.

## 8.4 Criminal Justice Update

ACC Johnson presented a report and updated members on the work being undertaken by various strands of CJSD. . This was noted by members.

## 8.5 Electronic Bail

ACC Johnson presented a report, providing members with a positional update on the work being undertaken in this area. This was noted by members.

## 10. Papers Approved for Submission to SPA

The following papers were approved for transmission to SPA People Committee;

Item 7.3 Independent Review of Complaints Handling

## 11. AOCB

Nil

## 12. Review of Actions

Actions generated at agenda items –

Nil

## Future Meeting

The next meeting will take place 11 January 2023 in the Court Room.

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