**Strategic Leadership Board - Discussion Summary**

Wednesday 9 September 2020

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| Board Members In Attendance | |
| Iain Livingstone | Chief Constable (Chair – *from Item 4.2 onwards*) |
| Fiona Taylor | DCC People and Professionalism *(Chair - Items 1.1–4.1)* |
| Malcolm Graham | DCC Crime and Operational Support |
| David Page | Deputy Chief Officer |
| Steve Johnson | ACC Local Policing West *(representing DCC Kerr)* |
| Tim Mairs | ACC Local Policing East |
| John Hawkins | ACC Local Policing North |
| Kenny MacDonald | ACC Criminal Justice *(via MS teams)* |
| 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 COP 26 |
| Tom McMahon | Director of Strategy and Analysis |
| Jude Helliker | Director of People and Development |
| James Gray | Chief Financial Officer |
| Andrew Hendry | Chief Digital and Information Officer |
| Chris Starrs | Head of Corporate Communications |
| Duncan Campbell | Head of Legal Services *(via MS Teams)* |
| Others In Attendance | |
| Conrad Trickett | Chief Superintendent, ‘A’ Divisional Commander *(via MS Teams)* |
| Roddy Irvine | Chief Superintendent, Governance, Audit and Assurance  *(via MS Teams - representing ACC Speirs)* |
| Louise Skelton | Chief Superintendent, Operational Support  *(via MS Teams - representing ACC Williams)* |
| Duncan Sloan | Detective Chief Superintendent, Intelligence (*presenting Item 14.3)* |
| James Royan | Superintendent, Operational Support *(presenting Items 13.2 and 14.2)* |
| Neil MacDougall | Chief Inspector, Demand Productivity Unit *(presenting Item 15.1)* |
| Kirsty Garrick | Head of People Engagement Partnering *(co-presenting Item 12.4)* |
| Danny Hatfield | Superintendent, Executive Support |
| Claire Hailstones | Secretariat, Committee Services |
| Apologies | |
| Will Kerr | DCC Local Policing |
| Mark Williams | ACC Operational Support |
| Alan Speirs | ACC Professionalism and Assurance |
| Andy Bell | Superintendent, Strategic Engagement and Governance |

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| Item | No. | Items discussed | |  |  | | --- | --- | | Decision/Action |  | | To be actioned by |
|  |  | **Chief’s Forum**  The Chief’s Forum opened on Monday 7 September with a high volume of questions received. It was confirmed that that draft responses would be prepared by portfolio areas and published online, once reviewed and approved by the Chief Constable. |  |  |
| 1. | **1.1**  **1.2** | **Chair’s Opening Remarks**    **Welcome and Introduction**  DCC Taylor opened the meeting and welcomed all attendees. She confirmed that she would Chair the first part of the Strategic Leadership Board as the Chief Constable was participating in another strategic meeting, however would be joining members in due course.  The meeting was conducted predominantly in person, in line with organisational distancing measures introduced as a result of the COVID-19 situation.  **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 were no decisions made since the last meeting in August.  **Summary of Discussion**  The summary of discussion was approved as a true and accurate reflection of the August meeting. The meeting was quorate. | **Approved**  **Approved** |  |
| 3. | **3.1** | **Matters Arising**  **On call update**  An update was provided by ACC Johnson regarding significant operational incidents from the previous 24 hours. | **Noted** |  |

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| **Operation Talla** | | | | |
| 4. | **4.1**  **4.2** | **Operation TALLA**  **Operation Talla Update**  DCC Graham provided a verbal update, detailing recent changes to regulations, including the impact on large indoor gatherings, travel restrictions, and the challenges associated with localised restrictions. These dynamic changes required a proportionate and nuanced policing response. This generated discussion and was noted by members.  *Note: Chief Constable assumed Chair responsibilities following Item 4.1 discussion.*  **Renewal and Coordination Priorities**  DCC Graham presented a report in respect of the Operational Talla Renewal and Coordination priorities. It was emphasised that a Service wide effort was required to ensure that appropriate guidance was complied with. This generated a wide ranging discussion and was noted by members. | **Noted**  **Noted** |  |
| **Force Primary Boards** | | | | |
| 5. | **5.1** | **Audit and Risk Board**  DCC Taylor presented a report from the Audit and Risk Board which met on 3 September 2020. It was confirmed that the Audit and Assurance Annual Report had been approved for onward transmission to SLB *(Item 12.2).* This was noted by members. | **Noted** |  |

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| 6. | **6.1** | **Change Board**  CDIO Hendry presented a report from the Change Board which met on 2 September 2020. This was noted by members. | **Noted** |  |
| 7. | **7.1** | **Corporate Finance and People Board**  CFO Gray and Director Helliker presented a report from the Corporate Finance and People Board which met on 3 September 2020, highlighting the significant areas of discussion, including the Period 4 financial monitoring report. During discussion, it was emphasised that Senior Responsible Officers and relevant budget holders were responsible for ensuring that capital budget was being spent in year and in line with allocation. This was noted by members.  **ACTION: Ongoing monitoring to continue to ensure SRO’s spend capital budget in year and in line with budget allocation.** | **Noted**  **Action** | **DCO Page** |
| **Force Management Boards** | | | | |
| **8.** | **8.1** | **Corporate Management Board**  DCO Page presented a report from the Corporate Management Board which met on 24 August 2020. This was noted by members. | **Noted** |  |
| 9. | **9.1** | **Local Policing Management Board**  ACC Johnson provided an update from the Local Policing Management Board which met on 3 September 2020. This was noted by members. | **Noted** |  |

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| 10. | **10.1** | **Crime and Operations Management Board**  DCC Graham presented a report from the Crime and Operations Management Board which met on the 26 August 2020. This was noted by members. | **Noted** |  |
| 11. | **11.1** | **People and Professionalism Management Board**  DCC Taylor provided a verbal update from the People and Professionalism Management Board which met on 10 August 2020. This was noted by members.  *Note: At the conclusion of Item 11.1, the Chair requested that in future meetings, Management Board updates be provided within the Portfolio Area Update section of the Agenda. This was noted by the Governance Unit.* | **Noted** |  |
| **Portfolio Areas** | | | | |
| 12. | **12.1**  **12.2**  **12.3**  **12.4**  **12.5**  **12.6** | **DCC People and Professionalism**  **People and Development Update**  Director Helliker presented a report highlighting key areas of work within the People and Development business area and provided the latest organisational demographic information. This was noted by members.  **Audit and Assurance Annual Report and Excellence Framework**  CS Irvine presented a report in respect of the internal audit and assurance activity undertaken in 2019/20 and revised content of the Excellence Framework. Following discussion, the Annual Report was formally approved. It was confirmed that the Report will be presented to the SPA, Risk and Assurance Committee.  **DECISION: Report approved by members.**  **Smarter Working**  Director Helliker presented a report in respect of work carried out by the Smarter Working Short Life Working Group to consider options to realise smarter working opportunities across the organisation. The work to date in respect of Smarter Working was endorsed by members, with further development work to continue in respect of a number of technical issues.  **SLWG Wellbeing**  Director Helliker and Kirsty Garrick presented a report in respect of work carried out by the Wellbeing Investment Short Life Working Group, seeking approval for recommendations to prioritise wellbeing activity in key areas. Following discussion, this was approved by members.  **DECISION: Report approved by members.**  **Retention of Retired Officers**  Director Helliker presented a report in respect of the potential to implement a retention scheme for retiring officers. The report recommended that such a scheme should not be implemented at this time. This generated discussion among members, who approved the recommendation at this time, caveated with agreement that broader strategic consideration was required in respect of options for organisational resilience.  **DECISION: Report recommendation approved by members.**  **ACTION: Further work to be undertaken to review service entry and exit options to improve broader organisational resilience.**  **Vacancy Management**  Director Helliker presented a report outlining a recommended process for staff vacancy management. Following discussion, the process was approved by members, caveated that this should not apply to C3 and Criminal Justice vacancies.  **DECISION: Vacancy management process approved by members (caveated that this should not apply to C3 and Criminal Justice vacancies).**  During discussion, it was highlighted that there were currently 426 unoccupied staff vacancies across the organisation, with a variety of reasons accounting for this. This generated the following action:  **ACTION: More detailed information to be provided in respect of unoccupied staff vacancies.** | **Noted**  **Approved**  **Endorsed**  **Approved**  **Approved**  **Action**  **Approved**  **Action** | **DCC Taylor / Director Helliker**  **CFO Gray / Director Helliker** |
| 13. | **13.1**  **13.2** | **DCC Local Policing**  **Public Confidence Monthly Update**  ACC Hawkins presented a report highlighting current public confidence information. This was noted by members, who recognised the critical importance of maintaining public confidence in policing.  **EU Exit**  Supt Royan presented a report in respect of ongoing planning and preparation by Police Scotland as we move towards the end of the transition period on 31 December 2020. This was noted by members. | **Noted**  **Noted** |  |
| 14. | **14.1**  **14.2**  **14.3** | **DCC Crime and Operational Support**  **Cyber Strategy**  DCC Graham presented a report outlining progress to develop the Police Scotland Cyber Strategy. The significant impact of the Cyber Strategy across all areas of policing was noted. The Strategy was supported by members and it was agreed that it would be considered again at the Operational Review Meeting on 21 September for final approval, prior to transmission to the SPA Board Meeting on 30 September for noting.  **DECISION: Cyber Strategy was supported by members, with final review and approval to take place at ORM on 21 September.**  **Flexible Resource Unit**  Supt Royan presented a report in respect of the future deployment model for the Flexible Resource Unit, seeking endorsement for recommendations made at Operational Delivery Board in July. This generated discussion among members in respect of a number of areas, including where the proposed FRU resources should come from, tasking processes and activity to date. Following discussion, the ODB recommendations were noted, with an updated report to be provided to the Operational Review Meeting for consideration prior to the next Strategic Leadership Board.  **DECISION: ODB Recommendations noted by members.**  **ACTION: Updated paper with information on FRU resourcing, deployment, access and activity to be presented to ORM prior to next SLB**  **Intelligence Review**  DCS Sloan presented a report seeking approval for the draft Terms of Reference in respect of the forthcoming Police Scotland Intelligence Review. Following discussion, the ToR was approved, subject to slight wording amendments. It was agreed that monthly updates would be provided to SLB for the duration of the Review.  **DECISION: ToR approved subject to slight wording amendments.** | **Supported**  **Noted**  **Noted**  **Action**  **Decision** | **Supt. Royan** |
| 15 | **15.1**  **15.2** | **DCO Corporate Services, Strategy and Change**  **ODB Redesign**  Chief Inspector MacDougall presented a report outlining developments in respect of the ODB redesign. This was noted by members.  **SRO Training**  CDIO Hendry presented a report in respect of proposed developments for SRO Training. This generated discussion and support from members for this to continue to be shaped with Change Board oversight.  **DECISION: Report supported by members.** | **Noted**  **Decision** |  |
| 16. |  | **Papers Approved for Submission to SPA**   * Item 12.2 Audit and Assurance Annual Report * Item 14.1 Cyber Strategy – SPA Board (following ORM final approval at ORM) |  |  |
| 17. |  | **AOCB** |  |  |
| 18. |  | **Review of Actions** |  |  |
|  |  | **Future Meetings**  Wednesday, 14 October 2020 at 0900 hours in the Court Room, SPC.  The Chair closed the meeting and thanked members for their input. |  |  |