**Strategic Leadership Board - Discussion Summary**

Wednesday 12 May 2021

|  |
| --- |
| Board Members In Attendance |
| Iain Livingstone | Chief Constable  |
| Fiona Taylor | DCC People and Professionalism  |
| Malcolm Graham | DCC Crime and Operational Support  |
| Will Kerr | DCC Local Policing  |
| David Page | Deputy Chief Officer  |
| Steve Johnson | ACC Local Policing West  |
| Tim Mairs | ACC Local Policing East (*joined meeting at 10.30)* |
| Bernie Higgins | ACC COP26 |
| 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 |
| Gary Ritchie | ACC Partnership, Prevention and Community Wellbeing  |
| 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 |
| Andrew Todd  | Chief Supt, ‘D’ Division *(representing ACC Hawkins)* |
| Duncan Sloan | Det Chief Supt, *(representing T/ACC Campbell)* |
| Andrew McDowall | Chief Supt, (Item 14.6) |
| Jackie Dunbar | Chief Inspector, (Item 14.8) |
| James Bertram | Health and Safety Manager (Item 14.9) |
| Andy Bell | Supt, Strategic Engagement and Governance |
| Danny Hatfield | Supt, Executive Support |
| Claire Hailstones  | Secretariat, Committee Services  |
| Apologies |
| John Hawkins | ACC Local Policing North  |
| Pat Campbell | T/ACC Organised Crime, Counter Terrorism and Intelligence |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| 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. **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 April. **Summary of Discussion**The summary of discussion was approved as a true and accurate reflection of the April meeting. The meeting was quorate. | **Approved** |  |
| 3. | **3.1** | **Matters Arising****On call update**An update was provided by ACC Ritchie 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, including reflections on the recent changes to COVID restrictions in Scotland, international travel arrangements, the potential for summer events, marches and processions, and ongoing work to develop a transition plan with a focus on smarter working as we continue to move through the COVID pandemic. ACC Speirs provided a verbal update on the impact and consequences of COVID within Police Scotland, including home working, the provision of PPE and the operational policing response. These updates were noted by members. During discussion, it was agreed that COVID restrictions permitting, the Strategic Leadership Board in July would take place in person, with physical distancing in place.  | **Noted** |  |

|  |
| --- |
| **Force Primary Boards** |
| 5. | **5.1** | **Strategic Organisational Performance Board**The Chief Constable presented a report from the Strategic Organisational Performance Board which met on 3 May, highlighting significant areas of discussion including the Q4 Performance Report, the revised Performance Framework and the Chief Constable’s Annual Assessment of Policing Performance. This was noted by members.  | **Noted** |  |
| 6. | **6.1** | **Demand, Design and Resource Board**The Chief Constable presented a report from the Demand, Design and Resource Board which met on 27 April, highlighting significant areas of discussion including planning for future development workshops involving members of the senior leadership team, and forthcoming consideration of issues during the next Executive Planning session. This was noted by members.  | **Noted** |  |
| 7. | **7.1** | **Operational Delivery Board**DCC Graham presented a report from the Operational Delivery Board which met on 27 April, advising that the Board is now more focused on looking ahead to assess threat and demand. It was confirmed that the ODB Terms of Reference require further refinement to ensure alignment with the Demand, Design and Resources Board. This was noted by members.  | **Noted** |  |
| 8. | **8.1** | **Corporate Finance and People Board**CFO Gray and DCC Taylor presented a report from the Corporate Finance and People Board which met on 4 May, highlighting significant areas of discussion from their relevant business areas. During the finance update, it was confirmed that capital budget was being managed effectively through ongoing monitoring. During the People update, it was confirmed that work had been commissioned in respect of rank ratios and that an update on all workstream activity to deliver on the Strategic Workforce Plan would be presented to the SLB in June. This was noted by members.  | **Noted** |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 9. | **9.1** | **Change Board**DCC Taylor presented a report from the Change Board, which met on 6 March, highlighting significant areas of discussion, including the impact of the freeze on change activity during Operation Urram. This was noted by members. | **Noted** |  |
| 0. | **10.1** | **CONTEST Board**DCC Graham presented the report for the CONTEST Board, which met on 6 May, highlighting significant areas of discussion including on overview of the current threat assessment. This was noted by members.  | **Noted** |  |
| 11. | **11.1** | **Serious and Organised Crime Board**DCS Sloan presented a report from the SOC Board, which met on 6 May, highlighting the significant areas of discussion including an overview of the threat assessment in respect of serious and organised crime. This was noted by members.  | **Noted** |  |

|  |
| --- |
| **Portfolio Areas** |
| 12.13. | **12.1****12.2****13.1****13.2****13.3****13.4****13.5** | **DCC Crime and Operational Support****Management Board Update**DCC Graham presented a report from the Crime and Operational Support Management Board which met on 30 April, highlighting significant areas of discussion including the resource impact within SCD as a result of Operation Talla. This was noted by members.**National Intelligence Review – Final Report**DCS Sloan presented a report outlining recommendations arising from the final report on conclusion of the National Intelligence Review. Approval was sought for six key recommendations, including the creation of an Intelligence Policing Programme, which would enable implementation the 46 recommendations from the Review. This generated significant discussion, during which the Chair and members commended those involved for their work during the Review, before approving the six key recommendations. It was confirmed that a communication plan was required to notify the Force of the outcome of the National Intelligence Review.**DECISION: Six key recommendations approved** *(with further discussion to take place in terms of the establishment of an implementation team).* **ACTION: Communications message to be developed highlighting the outcome of the National Intelligence Review, and setting out the next steps and direction in terms of Intelligence in Police Scotland.****DCC Local Policing****Management Board Update**DCC Kerr presented a report from the Local Policing Management Board, which met on 5 May, focusing on the key areas of local policing improvement, international development, and the maturing relationship with COSLA and SOLACE. This was noted by members. **Public Confidence Monthly Update (Standing Item)**CS Todd presented a report highlighting current public confidence information, based on 12 months of public survey work. It was noted that overall public confidence was recorded at 57%, which was a 9% increase from the previous year, with user satisfaction high among those who have contacted or engaged with the Police Scotland officers and staff. This generated discussion during which the work of all officers and staff to maintain and enhance public trust and confidence was commended. **Bi-monthly Criminal Justice Update**ACC MacDonald presented a report highlighting ongoing work being undertaken within Criminal Justice Services Division, including support to the wider Criminal Justice Sector’s Recover, Renew, Transform programme. This was noted by members. **Gaelic Language Plan**ACC Ritchie presented a report outlining ongoing work to revise the Police Scotland Gaelic Language Plan, which is a statutory requirement every five years. Approval was sought for the proposed core elements of the revised Gaelic Language Plan, prior to public consultation taking place. During discussion, it was agreed that further reflection was required on the proposed core elements prior to approval of the draft. **DECISION: Not approved at this time.** **United Nations Convention on the Rights of the Child Bill Update**ACC Ritchie presented a report outlining the current position regarding UNCRC (Incorporation) (Scotland) Bill and the Police Scotland preparations for potential implementation. This was noted by members who reflected during discussions on the issues which can be faced in respect of the implementation of legislative changes within challenging timescales. | **Noted****Approved****Action****Noted****Noted****Noted****Not approved****Noted** | **DCS Sloan / Chris Starrs** |
| 14. | **14.1****14.2****14.3****14.4****14.5****14.6****14.7****14.8****14.9** | **DCC People and Professionalism** **Management Board Update**DCC Taylor presented a report from the People and Professionalism Management Board which met on 28 April, highlighting significant areas of portfolio business including work to pilot Trauma Impact Prevention Techniques, and preparation for results being published in respect of the Staff Survey. 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 significant Leadership, Development and Recruitment activities. This was noted by members. **Management Information Dashboard – End of Year Report**Director Helliker presented an ‘end of year’ dashboard, which provided management information from People and Development, including information in respect of Force demographics, absence, leave, and duty profiles. It was confirmed that the dashboard will be available for use on a divisional basis. This was noted by members. **People and Development Annual Delivery Plan Update**Director Helliker presented a report which updated on progress in respect of the People and Development Annual Delivery Plan, which related to year three of the People Strategy. It was confirmed that there had been positive progress against the delivery plan activities. This was noted by members. **Operation Tarn** ACC Speirs presented a report on progress made to date in respect of Operation Tarn, including an update on the volume of information gathered to date. This was noted by members, who reflected on the scale of the information gathering exercise. The Chair reiterated the strategic intent of Police Scotland to fully engage with the Public Inquiry in an open and transparent manner. **Cross Jurisdictional Post Incident Procedures**CS McDowall presented a report, seeking approval to circulate the draft Memorandum of Understanding in respect of Cross Border/Jurisdictional Post Incident Procedures to other signatories within the MOU. It was confirmed that the draft MOU had been prepared in consultation with other proposed signatories including COPFS, Home Office, PIRC, IOPC and NPCC. During discussion, there was strong support for the MOU, and circulation to signatories was approved, with work to finalise the MOU to be carried out to enable final approval and signature by the Chief Constable. **DECISION: Approval for circulation of draft MOU to proposed signatories.****Equality, Diversity and Inclusion – Next Steps**DCC Taylor presented a report in relation to the ongoing work being undertaken to mainstream equality, diversity and inclusion within Police Scotland. It was confirmed that a date had been set for the first meeting of the Independent Reference Group. This was noted by members. **Wellbeing Q4 Report**CI Dunbar presented a report which provided an update in respect of wellbeing activities and performance in 2020-21, the continued response to COVID-19 and proposals for next steps to continue to mainstream the wellbeing agenda. This was noted by members. **Q4 Health and Safety Report**James Bertram presented a report which outlined the year end Health and Safety statistics for 2020-21, seeking approval for transmission of the report to the SPA People Committee. This was approved by member. **DECISION: Report approved for onward transmission to SPA People Committee.** | **Noted****Noted****Noted****Noted****Noted****Approved****Noted****Noted****Approved** |  |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| 15 | **15.1****15.2****15.3****15.4** | **DCO Corporate Services, Strategy and Change** **Management Board Update**DCO Page presented a report from the Corporate Management Board which met on 26 April, highlighting significant areas of portfolio business including ongoing discussions in respect of smarter working, and financial performance and management. This was noted by members. **Morbid Toxicology (Project Weaver) Update**DCO Page presented a report which provided an update in respect of Morbid Toxicology services. This was noted by members.**DESC Contract**CFO Gray presented a report which provided an update on the progress of the procurement of the Digital Evidence Sharing Capability (DESC) project by the Scottish Ministers and expectations of the next steps for the programme. This was noted by members.**Provisional Outturn 20/21**CFO Gray presented a report which provided an update on the provisional 2020/21 financial outturn position of the SPA and Police Scotland. This was noted by members. | **Noted** **Noted****Noted****Noted** |  |
| 16. |  | **Papers Approved for Submission to SPA**Item 14.4 – People and Development Annual Delivery Plan UpdateItem 14.9 – Q4 Health and Safety Report  |  |  |
| 17. |  | **AOCB** |  |  |
| 14. |  | **Review of Actions** |  |  |
|  |  | **Future Meetings**Wednesday 9 June 2021 at 0900 hours via video conferencing.The Chair closed the meeting and thanked members for their input. |  |  |