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## Strategic Leadership Board - Discussion Summary

Wednesday 09 June 2021

### Board Members In Attendance

Iain Livingstone	Chief Constable
Fiona Taylor	DCC People and Professionalism
Malcolm Graham	DCC Crime and Operational Support
David Page	Deputy Chief Officer
Steve Johnson	ACC Local Policing West
John Hawkins	ACC Local Policing North
Bernie Higgins	ACC COP26
Gary Ritchie	ACC Partnership, Prevention and Community Wellbeing
Kenny MacDonald	ACC Criminal Justice
Mark Williams	ACC Operational Support ( <i>until 1pm</i> )
Pat Campbell	T/ACC Organised Crime, Counter Terrorism and Intelligence
Judi Heaton	ACC Major Crime, Public Protection and Local Crime
Alan Speirs	ACC Professionalism and Assurance
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

Derek McEwan	Chief Supt ( <i>representing ACC Mairs and Divisional Commanders</i> )
Louise Blakelock	Chief Supt ( <i>representing ACC Williams from 1pm</i> )
Stewart Taylor	Fleet Manager ( <i>Item 7.2</i> )
Tony Chalk	Head of Fleet ( <i>Item 7.2</i> )
Iain McKie	Procurement Lead ( <i>Item 7.3</i> )

*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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Kirsty-Louise Campbell	Head of Strategy and Innovation ( <i>Items 7.3, 7.4, 7.5</i> )
Jill Harper	Supt ( <i>Item 8.2</i> )
Andy Bell	Supt, Strategic Engagement and Governance
Danny Hatfield	Supt, Executive Support
Claire Hailstones	Secretariat, Committee Services
<b>Apologies</b>	
Will Kerr	DCC Local Policing
Tim Mairs	ACC Local Policing East

Item	No.	Items discussed	Decision/ Action	To be actioned by
		<b>Chief's Forum</b>  The Chief's Forum opened on Friday 4 June, with more than 100 questions received on a variety of topics. It was confirmed that draft responses were being prepared by portfolio areas and would be published on the Police Scotland Intranet, once reviewed and approved by the Chief Constable.		
1.	1.1	<b>Chair's Opening Remarks</b>  <b>Welcome and Introduction</b>  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	<b>Apologies</b>  Apologies were given as previously noted.		

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2.		<b>Quorate, Minutes and Action Log</b>		
	2.1	<b>Review of Action Log</b> All actions were reviewed and updated as per the action log.		
	2.2	<b>Decisions since last meeting</b> There had been no SLB level decisions since the last meeting in May.		
	2.3	<b>Summary of Discussion</b> The summary of discussion was approved as a true and accurate reflection of the May meeting. The meeting was quorate.	<b>Approved</b>	
3.		<b>Matters Arising</b>		
	3.1	<b>On call update</b> An update was provided by ACC Johnson regarding significant operational incidents from the previous 24 hours.	<b>Noted</b>	
<b>Operation Talla</b>				
4.		<b>Operation TALLA</b>		
	4.1	<b>Operation Talla Update</b> DCC Graham provided a verbal update, including an update from the Strategic Oversight Board which had reviewed the Gold Strategy to ensure greater focus on the transition to business as usual. Updates were also provided in respect of resources dedicated to	<b>Noted</b>	

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	<b>4.2</b>	<p>Operation Talla, and considerations in respect of changing COVID levels, including the implications for forthcoming events. This was noted by members.</p> <p><b>Impact and Consequences of COVID</b></p> <p>ACC Speirs presented a report on the impact and consequences of COVID, highlighting a number of areas including development of the Police Scotland transition plan which incorporates smarter working and PPE considerations. There was significant discussion around the transition plan, opportunities for agile working, and the implications for the Police Scotland estate post COVID.</p>	<b>Noted</b>	
<b>Force Primary Boards</b>				
<b>5.</b>	<b>5.1</b>	<p><b>Corporate Finance and People Board</b></p> <p>DCO Page and Director Helliker presented a report from the Corporate Finance and People Board which met on 1 June, highlighting significant areas of discussion from their relevant business areas.</p> <p>During the Finance update, it was confirmed the financial outturn for 2020-21 remains on track. An update was also provided in respect of the 2020-21 Annual Report and Accounts. During the People update, a status update was provided in respect of implementation of the Strategic Workforce Plan, which was to be discussed in more detail later in the agenda (<i>Item 10.3</i>). This was noted by members.</p>	<b>Noted</b>	
<b>6.</b>	<b>6.1</b>	<p><b>Change Board</b></p> <p>DCO Page presented a report from the Change Board, which met on 1 March, highlighting significant areas of discussion, including two reports which had been considered and approved for discussion at Strategic Leadership Board (<i>Items 8.2 and 9.3</i>). This was noted by members.</p>	<b>Noted</b>	

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	<b>6.1.2</b>	<b>Post TCSS Programme Proposal</b>  CFO Gray delivered a presentation which provided an update on work to develop a post TCSS (Transforming Corporate Support Services) Programme proposal. The presentation included a request to establish 'Enabling Policing of the Future' (EPF) as a formal programme, which is designed to deliver the best services to support policing through continuous improvement. Following discussion, the EPF Programme was approved, with updates to be provided through Change Board.  <b>DECISION: Recommendation approved.</b>		
<b>Portfolio Areas</b>				
<b>7.</b>		<b>DCO Corporate Services, Strategy and Change</b>		
	<b>7.1</b>	<b>Management Board Update</b>  DCO Page presented a report from the Corporate Management Board which met on 25 May, highlighting significant areas of portfolio business. This was noted by members.	<b>Noted</b>	
	<b>7.2</b>	<b>Fleet Update</b>  CFO Gray, with support from Stewart Taylor, Fleet Manager and Tony Chalk, Head of Fleet, presented a report which provided an update on progress to modernise the Police Scotland Fleet, including the roll out of ULEV vehicles. This generated discussion among members, who noted the update and commended the work carried out by Fleet in this regard.	<b>Noted</b>	
	<b>7.3</b>	<b>Procurement Strategy</b>  CFO Gray, with support from Iain McKie, Procurement Lead and Kirsty-Louise Campbell, Head of Strategy and Innovation, presented a report seeking approval for the proposed		

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	<p>approach to refresh the Police Scotland and SPA Procurement Strategy for 2021-24. Following discussion, this was approved by members.</p> <p><b>DECISION: Proposed approach approved.</b></p>	<p><b>Approved</b></p>	
<p><b>7.4</b></p>	<p><b>Police Scotland Public and Stakeholder Engagement Approach</b></p> <p>Director McMahon presented a report, seeking approval to develop a co-ordinated, strategic and thematic approach to public and stakeholder engagement. During discussion, it was confirmed that there had been engagement with the SPA and consideration of their draft plan for public engagement, which acknowledged that Police Scotland should lead in engagement with the public in respect of policing. Four themes, aligned to the strategic outcomes for policing, were proposed, with senior executive leads identified for each theme. Following discussion, the proposed approach was approved, with a high level plan to be presented to the Strategic Leadership Board in July.</p> <p><b>DECISION: Recommendations approved.</b></p>	<p><b>Approved</b></p>	
<p><b>7.5</b></p>	<p><b>Review of Local Police Planning – Police Scotland, SPA and COSLA</b></p> <p>Director McMahon presented a report which provided an update on a tri-partite review of Local Police Plans, and the development process which will be undertaken in 2021 to inform future Local Police Planning arrangements. This was noted by members.</p>	<p><b>Noted</b></p>	
<p><b>7.6</b></p>	<p><b>Digital Evidence Sharing Capability (DESC) Update</b></p> <p>ACC MacDonald presented a report which provided a positional update in respect of DESC, and confirmed the governance route for the Full Business Case, which is scheduled to progress for consideration by the SPA Resources Committee and Authority Meeting in June. This was noted by members.</p>	<p><b>Noted</b></p>	

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8.		<p><b>DCC Crime and Operational Support</b></p> <p><b>8.1 Management Board Update</b></p> <p>DCC Graham presented a report from the Crime and Operational Support Management Board which met on 26 May, highlighting significant areas of discussion including three reports which had been considered and approved for discussion at Strategic Leadership Board (<i>Items 8.3, 8.4 and 8.3</i>). This was noted by members.</p> <p><b>8.2 ESMCP Update</b></p> <p>ACC Williams, with support from Supt Jill Harper, presented a report which provided an update on the ESMCP programme, and the progress being made to prepare Police Scotland for the future transition to the Emergency Services Network. The update was noted and there was significant discussion in respect of cost, risk and other ongoing challenges and interdependencies.</p> <p><b>8.3 TASER T7</b></p> <p>ACC Williams presented a report which sought approval for a recommendation to introduce the Taser T7 as a less lethal option within Armed Policing. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p><b>8.4 Provision of Footwear and Body Armour Replacement Programme Update</b></p> <p>ACC William presented a report which provided an update on progress in respect of the Body Armour Replacement Programme, and outlined a recommendation designed to support delivery of the footwear provision for officers and certain members of staff. The update was noted by members, who approved the recommendation in respect of footwear provision.</p>	<p><b>Noted</b></p> <p><b>Noted</b></p> <p>[REDACTED]</p>	
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	<p><b>8.5</b></p>	<p><b>DECISION: Recommendation for Footwear provision approved.</b></p> <p><b>Remotely Piloted Aircraft Systems (RPAS) – Code of Practice</b></p> <p>ACC Williams presented a report highlighting the development of a Code of Practice which provides guidance and parameters for the deployment and use of RPAS by Police Scotland. The Code of Practice covers a number of relevant topics including oversight and monitoring; human rights; privacy; data protection; legislative compliance; and accountability. During discussion there was support for the Code of Practice, and options considered in respect of publication.</p>	<p><b>Approved</b></p> <p><b>Endorsed</b></p>	
	<p><b>8.6</b></p>	<p><b>Use of Force – Publication of Data</b></p> <p>ACC Williams presented a report, highlighting the development of a statistical report in respect of Police Scotland Use of Force, and seeking approval for publication of the data. It was confirmed that publication of use of force data has been recommended by HMICS following a previous inspection.</p> <p>During discussion, there was support for the publication of data, however additional work was required in respect of the content of the report, including context and analysis information, and consideration of whether use of force data should be incorporated within other performance reporting. Although there was support in principle, publication was not approved at this stage, with an action generated to further develop the report and consider the most appropriate method of publication, with oversight from Your Safety Matters.</p> <p><b>DECISION: Recommendation not approved at this time.</b></p> <p><b>ACTION: Use of Force data report to be developed, including further analysis and contextual information, with consideration to take place in respect of the most appropriate mechanism for publication. Oversight to be provided by Your Safety Matters.</b></p>	<p><b>Not Approved</b></p> <p><b>ACTION</b></p>	<p><b>ACC Williams</b></p>

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	<b>9.1</b>	<b>DCC Local Policing Management Board Update</b>  ACC MacDonald presented a report from the Local Policing Management Board which met on 2 June, highlighting significant areas of discussion including school link officers and other areas of local policing improvement. This was noted by members.	<b>Noted</b>	
	<b>9.2</b>	<b>Public Confidence Monthly Update (Standing Item)</b>  ACC Hawkins presented a report highlighting current public confidence information which is based on the first few weeks of the 2021-22 Survey, and the continuing oversight of the Public Confidence Governance Board. This generated discussion, with members outlining the value of the regular report in respect of public confidence.	<b>Noted</b>	
	<b>9.3</b>	<b>Risks of Legislative Demands</b>  ACC MacDonald and ACC Ritchie presented a report which highlighted the significant demands associated with implementation timescales for new legislation, and associated data reporting and training requirements. The challenge was noted and generated discussion among members who recognised that the coalescence of demand posed a strategic risk. Following discussion, a recommendation to formally highlight this risk was approved.  <b>DECISION: Recommendation approved.</b>	<b>Approved</b>	

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10.		<b>DCC People and Professionalism</b>		
	<b>10.1</b>	<b>Management Board Update</b>  DCC Taylor presented a report from the People and Professionalism Management Board which met on 25 May, highlighting significant areas of portfolio business. This was noted by members.	<b>Noted</b>	
	<b>10.2</b>	<b>People and Development Update</b>  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.	<b>Noted</b>	
	<b>10.3</b>	<b>Strategic Workforce Plan</b>  Director Helliker presented a report which provided an update on the national work streams associated with Strategic Workforce Planning, advising that regular updates would also be provided to the SPA through the relevant Committee structures. This was noted by members.	<b>Noted</b>	
	<b>10.4</b>	<b>Operation Tarn</b>  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 acknowledged the scale of the information gathering exercise.	<b>Noted</b>	
	<b>10.5</b>	<b>Equality, Diversity and Inclusion – Next Steps</b>  DCC Taylor presented a report in relation to the ongoing work being undertaken to mainstream equality, diversity and inclusion within Police Scotland. This was noted by members.	<b>Noted</b>	

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	<b>10.6</b>	<b>Equality Outcomes Performance Measures</b>  ACC Ritchie presented a report seeking approval for the proposed Performance Measures in respect of recently revised Police Scotland and Scottish Police Authority Equality Outcomes. Following discussion, these were approved by members.  <b>DECISION: Performance Measures approved.</b>	<b>Approved</b>	
	<b>10.7</b>	<b>Chief Constable's Commitments 20/21</b>  This item was deferred for discussion until ORM.		
16.		<b>Papers Approved for Submission to SPA</b>		
17.		<b>AOCB</b>		
14.		<b>Review of Actions</b>  <b>Item 8.6 – Action for ACC Williams</b>		
		<b>Future Meetings</b>  Wednesday 21 July 2021 at 0900 hours via video conferencing.  The Chair closed the meeting and thanked members for their input.		

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