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Strategic Leadership Board - Discussion Summary

Wednesday 15 December 2021

Board Members in Attendance

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| Iain Livingstone | Chief Constable |
| Fiona Taylor | DCC Professionalism, Digital and Transformation |
| Malcolm Graham | DCC Crime and Operational Support <i>(from 1100hrs due to Parliamentary evidence session)</i> |
| Will Kerr | DCC Local Policing |
| David Page | Deputy Chief Officer |
| Mark Williams | ACC Operational Support |
| Kenny MacDonald | ACC Criminal Justice and Local Policing East |
| Tim Mairs | ACC Organised Crime, CT and Intelligence <i>(rep Major Crime, Public Protection and Local Crime)</i> |
| Alan Speirs | ACC Professionalism & Assurance |
| Jude Helliker | Director of People and Development |
| Tom McMahon | Director of Strategy and Analysis |
| Duncan Campbell | Head of Legal Services |
| Andrew Hendry | Chief Digital Information Officer |
| James Gray | Chief Financial Officer |
| Chris Starrs | Head of Corporate Communications |

Others In Attendance

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| Conrad Trickett | Chief Supt, Divisional Commander <i>(rep ACC Hawkins AM)</i> |
| Phil Davison | Chief Supt, Divisional Commander <i>(rep ACC Hawkins PM)</i> |
| Linda Jones | Chief Supt, Partnerships, Prevention & Community Wellbeing <i>(rep ACC Ritchie)</i> |
| David Sharp | Supt <i>(rep ACC Higgins)</i> |
| James Bertram | Health and Safety Manager <i>(presenting Item 12.5)</i> |
| Helen Harrison | Supt <i>(presenting Item 13.8)</i> |
| Anton Stephenson | Chief Inspector <i>(presenting Item 13.9)</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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| Jen Cassells | Energy Reduction Lead (<i>presenting Item 14.4</i>) |
| Lynn Brown | Finance (<i>presenting Item 14.5</i>) |
| Paul Thornton | Executive Account Manager, Corporate Communications |
| Andy Bell | Supt, Strategic Engagement and Governance |
| Danny Hatfield | Supt, Executive Support |
| Claire Hailstones | Secretariat, Committee Services |
| Apologies | |
| Bernard Higgins | ACC COP26 |
| Gary Ritchie | ACC Partnerships, Prevention & Community Wellbeing |
| Steve Johnson | ACC Local Policing West |
| John Hawkins | ACC Local Policing North |

| Item | No. | Items discussed | Decision/ Action | To be actioned by |
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| | | Chief's Forum The Chief's Forum opened on Friday 10 December, 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 | Chair's Opening Remarks Welcome and Introduction The Chief Constable opened the meeting and welcomed all attendees to the first SLB meeting held since October, with no meeting held in November due to the demands associated with the policing of COP26. The meeting was conducted via video conference, in line with current organisational distancing measures as a result of the COVID-19 situation. | | |

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| | 1.2 | Apologies Apologies were given and representatives duly noted. The meeting was quorate. | | |
| 2. | 2.1 | Minutes and Action Log Review of Action Log The action log was reviewed and it was confirmed that there were no outstanding SLB actions. | Noted | |
| | 2.2 | Decisions Since Last Meeting The decision log was reviewed and it was confirmed that there were no SLB level decisions since the last meeting in October. | Noted | |
| | 2.3 | Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the meeting held on 20 October. | Approved | |
| 3. | 3.1 | Matters Arising On Call Update An update was provided by ACC Speirs regarding significant operational incidents from the previous 24 hours. | Noted | |

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| Operation Talla | | | | |
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| 4. | | Operation TALLA | | |
| | 4.1 | <p>Operation Talla & Strategic Oversight Board Update</p> <p>ACC Speirs provided a verbal update in respect of Operation Talla, outlining the continuing challenges associated with COVID-19, particularly due to the increased prevalence of the Omicron strain in Scotland. It was confirmed that elements of the Police Scotland Operation Talla response had been reinstated to address current challenges such as officer and staff absence and the potential for the reintroduction of wider restrictions. During discussion, all members acknowledged the difficult operating environment and welcomed the immediate measures re-introduced in response. The Chief Constable confirmed that the Operation Talla Strategic Oversight Board would be stood up to enable quick time strategic decision making to take place. This was noted by members.</p> | Noted | |
| | 4.2 | <p>Impact and Consequences of COVID</p> <p>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. It was confirmed that the Outbreak Management Team had been re-established and would work with line managers to assess the impact of COVID outbreaks. Police Scotland will also continue to support working from home where possible.</p> | Noted | |

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Force Primary Boards

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| 5. | 5.1 | Strategic Organisational Performance Board The Chief Constable presented a report from the Strategic Organisational Performance Board which met on the 19 November 2021, which considered a number of items relating to quarterly performance reporting. 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 26 October, providing updates on significant areas of discussion. Areas highlighted included resource allocation prioritisation and links to the Organisational Design and Delivery Group. This was noted by members. | Noted | |
| 7. | 7.1 | Corporate Finance and People Board DCO Page presented a report from the Corporate Finance and People Board which met on 1 December, providing updates on significant areas of discussion from relevant business areas. Areas highlighted included the approval of contract awards, and updates on Strategic Workforce Planning implementation. During discussion in respect of the budget position, the Chief Constable and Chief Financial Officer reiterated that while the structural deficit in the policing budget had been addressed, there remains a clear need for increased capital and revenue funding in policing. This was noted by members. | Noted | |
| 8. | 8.1 | Organisational Design and Delivery Group DCO Page presented a report from the Organisational Design and Delivery Group which met on 26 November, providing an update on progress made in respect of resource requests and the processes which support this. This was noted by members. | Noted | |

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| 9. | 9.1 | Operational Delivery Board DCC Kerr presented a report from the Operational Delivery Board which met on 26 October, providing updates on the areas of discussion in respect of key operational priorities. This was noted by members. | Noted | |
| 10. | 10.1 | Change Board CDIO Hendry presented a report from the Change Board which met on 1 December, highlighting significant areas of discussion including an overview of resourcing challenges across the Change Portfolio and a prioritisation exercise being carried out which will inform the work of the Capital Investment Group. This was noted by members. | Noted | |
| 11. | 11.1 | Audit and Risk Update DCC Taylor provided a verbal update on the Audit and Risk Board, which met on 14 December 2021, highlighting the significant areas of discussion including risk management updates. This was noted by members. | Noted | |
| Portfolio Areas | | | | |
| 12. | 12.1 | DCC Professionalism, Digital & Transformation Management Board Update DCC Taylor presented a report from the Professionalism, Digital and Transformation Management Board which met on 3 December, highlighting significant areas of portfolio business. This was noted by members. | Noted | |

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| | 12.2 | 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, including an update on the Strategic Oversight Board which was due to meet on the 16 December. The importance of the work of the Professional Reference Group, established in respect of Operation Tarn, was again recognised. This was noted by members. | Noted | |
| | 12.3 | Human Rights Framework DCC Taylor presented a report proposing the establishment of a Short Life Working Group to consult, explore and develop a bespoke human rights based policing framework for Police Scotland. During discussion, there was widespread support for the proposed approach, which will provide an opportunity to restate and affirm Police Scotland's genuine commitment to human rights. DECISION: Approval to commence work to develop a Human Rights Framework for Police Scotland. | Approved | |
| | 12.4 | Operation Tarn ACC Speirs presented a report in respect of Operation Tarn, providing an update on the significant amount of work that has been done in respect of document submission to the Public Inquiry. It was confirmed that the Public Inquiry is scheduled to commence oral hearings in May 2022. This was noted by members. | Noted | |
| | 12.5 | Annual Health and Safety Report James Bertram presented the Annual Health and Safety Report to members, highlighting significant areas of work in the preceding year, including the Health and Safety response to support Operation Talla, and the challenges associated with particular operational | | |

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| | | <p>deployments. During discussion, the work of the Health and Safety team was acknowledged and commended, and the report was approved.</p> <p>DECISION: Annual Health and Safety Report approved.</p> | Approved | |
| 13. | 13.1 | <p>DCC Local Policing</p> <p>Management Board Update</p> <p>DCC Kerr presented a report from the Local Policing Management Board which met on 06 October, highlighting significant areas of discussion relating to portfolio business, including discussions relating to Local Policing Improvement Programme. This was noted by members.</p> | Noted | |
| | 13.2 | <p>Public Confidence</p> <p>CS Trickett presented a report, highlighting current public confidence information in respect of policing, which draws information from a variety of sources including the 'Your Police Survey' and Police Scotland's 'User Experience Survey'. The report also detailed activities being developed and progressed which are designed to better understand and enhance public confidence. This was noted by members.</p> | Noted | |
| | 13.3 | <p>Call Handling and Incident Management</p> <p>CS Trickett presented a report, highlight the mitigation work that has been carried out to support Police Scotland Call Handling and Incident Management arrangements during a period of particular challenge associated with the COVID-19 pandemic and increased policing demand. This was noted by members who commended the work of all involved in maintaining quality of service in this critical first point of contact. .</p> | Noted | |

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| | <p>13.4</p> | <p>Bi-Monthly Criminal Justice Update</p> <p>ACC MacDonald presented a report outlining developments across the Criminal Justice portfolio, and the wider Criminal Justice System in Scotland, including an update on the use of virtual court processes. This was noted by members.</p> | <p>Noted</p> | |
| | <p>13.5</p> | <p>Legislative Update and Programme for Government</p> <p>ACC MacDonald presented a report outlining the existing and proposed legislative programme in Scotland, and the potential impact on policing demand, both operational and organisational. This included updates on current legislative changes being introduced such as the Age of Criminal Responsibility Act and Hate Crime legislation. This was noted by members.</p> | <p>Noted</p> | |
| | <p>13.6</p> | <p>Electronic Monitoring of Bail</p> <p>ACC MacDonald presented a report which outlined the proposed operational response from Police Scotland in respect of the electronic monitoring of bail, which is due to be introduced in Scotland in 2022. The recommended operational response is designed to mitigate risk, through a proportionate, risk based approach. The report generated significant discussion in respect of the wider system responsibilities for managing EM Bail, and it was recognised that further discussion would be required with other agencies, including COPFS, about the proposed approach. The recommendations were approved in principle, with engagement to take place with COPFS in respect of the proposed approach, prior to any final decision.</p> <p>DECISION: Recommendations approved in principle, with further engagement to take place with COPFS.</p> | <p>Approved in Principle</p> | |
| | <p>13.7</p> | <p>Recording of Disqualified Drivers Information</p> <p>ACC MacDonald presented a report seeking approval for a revised approach to the recording and accessing of disqualified driver information. During discussion, it was confirmed that the proposed approach is supported by mobile device applications utilised by</p> | | |

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| 14. | | DCO Corporate Services, People and Strategy | | |
| | 14.1 | Management Board Update DCO Page presented a report from the Corporate Management and People Board which met on 22 November, highlighting significant areas of portfolio business. This was noted by members. | Noted | |
| | 14.2 | People & Development Update Director Helliker presented a report detailing key work within the People and Development business area, including an update on C3 Temporary Workforce Agreements and E-Recruitment. This was noted by members. | Noted | |
| | 14.3 | Duty Modifications Update Director Helliker presented a report and slide presentation which provided an update on activity being undertaken in respect of officers on modified duties. This was noted by members. | Noted | |
| | 14.4 | Environmental Strategy Implementation Plan CFO Gray and Jen Cassells presented a report outlining the Implementation Plan for the Police Scotland Environmental Strategy, highlighting key areas of activity and governance and oversight arrangements. This was noted by members. | Noted | |
| | 14.5 | 2022/23 Budget Update CFO Gray and Lynn Brown presented a report detailing the current position in respect of the 2022-23 Policing Budget. This was noted by members. | Noted | |

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| | 14.6 | Evidence Led Policing: Academic Research Director McMahon presented a report, which provided an overview of the continued development of evidence based policing within the Strategy and Analysis Directorate to support all areas of Police Scotland, with a particular emphasis on academic research. It was confirmed that a Police Scotland Research Forum was being established. This was noted by members, who expressed support for the approach being taken. | Noted | |
| | 14.7 | Strategic Engagement and Joint Activity with SPA – Update Director McMahon presented a report which provided an overview of ongoing joint activity with the Scottish Police Authority. This was noted by members. | Noted | |
| | 14.8 | Tri-Partite Review of Local Police Planning – Final Report Director McMahon presented a report to provide an update on the tri-partite Review of Local Policing Planning involving Police Scotland, the Scottish Police Authority and COSLA. It was confirmed that during the evidence gathering phase of the Review, strong support had been expressed for Police Scotland’s commitment to local engagement during the Local Police Planning cycle. A final report from the Review is due to be presented to the SPA Board in early 2022. This was noted by members. | Noted | |
| 15. | 15.1 | DCC Crime and Operational Support Management Board Update DCC Graham presented a report from the Crime and Operational Support Management Board which met on 6 October, highlighting significant areas of portfolio business. This was noted by members. During discussion, the Chair requested an update on the Intelligence Review and Public Protection Improvements, which will be provided at SLB meetings in January and February 2022 respectively. | | |

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| 15.2 | <p>Fraud Governance Group</p> <p>ACC Mairs presented a report on the work been undertaken to enhance governance and oversight arrangements in respect of fraud. A draft ToR for a proposed Fraud Governance Group was presented for approval. This was approved by members, subject to reporting lines being updated to show upward reporting to the Crime and Operational Support Management Board.</p> <p>DECISION: TOR (subject to minor amendment) approved.</p> | Approved | |
| 16. | <p>Papers Approved for Submission to SPA</p> <p>N/A</p> | | |
| 17. | <p>AOCB</p> <p>The Chief Constable acknowledged the forthcoming retirement of Supt Hatfield, Executive Support, and thanked him for his valued contribution to policing in Scotland over 30 years, and in particular, his support to the senior leadership team of Police Scotland as Head of Executive Support throughout the previous 4 years. .</p> | | |
| 18. | <p>Review of Actions</p> | | |
| | <p>Future Meeting</p> <p>The next meeting will take place Wednesday 12 January 2022.</p> <p>The Chair closed the meeting and thanked members for their input.</p> | | |