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## Strategic Leadership Board - Discussion Summary

Thursday 23 January 2020

### Board Members In Attendance

Iain Livingstone	Chief Constable (Chair)
Fiona Taylor	DCC People and Professionalism
Will Kerr	DCC Local Policing
Malcolm Graham	DCC Crime and Operations
David Page	Deputy Chief Officer
John Hawkins	ACC Local Policing North
Kenny MacDonald	ACC Local Policing East
Alan Speirs	ACC Professionalism and Assurance
Gary Ritchie	ACC Partnership, Prevention and Community Wellbeing
Angela McLaren	ACC Organised Crime, Counter Terrorism and Intelligence
Mark Williams	ACC Operational Support
Roddy Irvine	T/ACC Operational Change and Resilience
Jude Helliker	Director of People and Development
Tom McMahon	Director of Business Integration
Andrew Hendry	Chief Digital and Information Officer
James Gray	Chief Financial Officer
Chris Starrs	Head of Corporate Communications

### Others In Attendance

Mark Hargreaves	Chief Superintendent, COP26 (Representing ACC Higgins)
Linda Jones	Chief Superintendent, Divisional Commander, V Division (Representing ACC Johnson)

*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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Gary Cunningham	Detective Chief Superintendent, Scottish Crime Campus (Representing T/ACC Sloan)
Alan Gibson	Chief Superintendent, Divisional Commander, C Division
Andy Bell	Superintendent, Strategic Engagement and Governance
Claire Wright	Secretariat, Committee Services
Catherine Reid	Observer, Committee Services

**Apologies**

Steve Johnson	ACC Local Policing West
Duncan Sloan	T/ACC Major Crime and Public Protection
Bernard Higgins	ACC COP 26
Duncan Campbell	Head of Legal Services

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.		<b>Chair's Opening Remarks</b>		
	1.1	<b>Welcome and Introduction</b>  The Chair opened the meeting and welcomed all attendees.		
	1.2	<b>Apologies</b>  Apologies were given as previously noted.		
2.		<b>Quorate, Minutes and Action Log</b>		
	2.1	<b>Review of Action Log</b>		

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	<b>2.2</b>	<b>Summary of Discussion</b>  Updates were provided in respect of all outstanding actions.  The summary of discussion was approved as a true and accurate reflection of the December meeting. The meeting was quorate.	<b>Approved</b>	
3.	<b>3.1</b>	<b>Matters Arising</b>  <b>On call update</b>  An update was provided by ACC McLaren regarding significant operational incidents from the previous 24 hours.	<b>Noted</b>	
<b>Force Primary Boards</b>				
4.	<b>4.1</b>	<b>Operational Delivery Board Update</b>  DCC Graham presented a report from the Operational Delivery Board (ODB) which met on 19 December 2019 and provided a verbal update from the ODB meeting which met on 22 January 2020.  The Board is continuing to support the redesign of an improved tasking model, including consideration of improved alignment and use of local and regional structures, appropriate linkages with performance information and a forward looking approach. This was noted by members.	<b>Noted</b>	

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5.	5.1	<b>Change Board Update</b>  ACC Irvine presented a report from the Change Board which met on 14 January 2020. This was noted by members.  Following recent budget announcements in respect of policing in England and Wales, discussion focused on the potential for consequential funding in Scotland and business readiness for implementation of the Change Programme, particularly in respect of key dependencies and prioritisation considerations.	<b>Noted</b>	
<b>Force Management Boards</b>				
6.	6.1	<b>Corporate Management Board Update</b>  DCO Page presented a report from the Corporate Management Board which met on 16 December 2019. This was noted by members.	<b>Noted</b>	
7.	7.1	<b>Local Policing Management Board Update</b>  DCC Kerr presented a report from the Local Policing Management Board which met on 18 December 2019. This was noted by members.	<b>Noted</b>	
8.	8.1	<b>Crime and Operations Management Board Update</b>  DCC Graham presented a report from the Crime and Operations Management Board which met on 9 January 2020. This was noted by members who were advised that a Cyber Strategy report was being developed for submission to a future SLB.	<b>Noted</b>	
9.	9.1	<b>People and Professionalism Management Board</b>	<b>Noted</b>	

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		DCC Taylor presented a report from the People and Professionalism Management Board which met on 26 December 2019. This was noted by members who were advised that a Data Ethics report was being developed for submission to a future SLB.		
<b>Portfolio Areas</b>				
10.	<b>10.1</b>	<b>DCO Corporate Services, Strategy and Change</b> No update or papers submitted under this section.		
11.	<b>11.1</b>	<b>DCC People and Professionalism</b> <b>People and Development Update</b> Director Helliker presented a report in respect of People, Development and Wellbeing. This was noted by members.	<b>Noted</b>	
	<b>11.1.1</b>	<b>People Dashboard</b> Director Helliker presented a report in respect of the People Dashboard, which now includes a breakdown of information for review at ACC level. This was noted by members.	<b>Noted</b>	
	<b>11.2</b>	<b>Carriage of Naloxone</b> CI Claire Campbell presented a report in respect of the potential for carriage of Naloxone by police officers. This generated significant discussion among members, including input from the Scottish Police Federation who were invited to contribute to this item via teleconference.	<b>Noted</b>	

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	<p>11.3</p> <p>11.4</p> <p>11.5</p>	<p><b>Decision: Position was reserved to allow time for further reflection and consideration by the Chief Constable and other members of the Force Executive, prior to a decision being taken.</b></p> <p><b>Review of Complaints Handling</b></p> <p>ACC Speirs provided a verbal update in respect of the ongoing review of complaints handling processes. This was noted by members.</p> <p><b>Public Inquiry</b></p> <p>ACC Speirs presented a report which included a number of recommendations to meet the logistical demands and requirements likely to be generated by a forthcoming Public Inquiry. This generated discussion among members leading to the following decision:</p> <p><b>Decision: The four recommendations within the report were approved by members.</b></p> <p><b>Police Officer Recruitment Options for 2020</b></p> <p>Director Helliker presented a report which highlighted a number of impact factors and issues relating to police officer recruitment in 2020, including those linked to the requirements of COP26. The report outlined a number of recruitment options for consideration and decision. This generated discussion among members leading to the following decision:</p> <p><b>Decision: Recommended option not approved.</b></p> <p><i>Direction provided to achieve three intakes of 300 officers. Logistical implications of this to be addressed through the Strategic Training Coordination Group.</i></p>	<p><b>Decision</b></p> <p><b>Noted</b></p> <p><b>Decision</b></p> <p><b>Decision</b></p>	
12.	12.1	<p><b>DCC Local Policing</b></p> <p><b>Brexit: Preparation and Planning (Standing Item)</b></p>		

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		DCC Kerr provided a verbal update in respect of Brexit Preparation and Planning. This was noted by members.	<b>Noted</b>	
	<b>12.2</b>	<b>Local Policing Programme</b>  Chief Supt Wright presented a report in respect of progress within the Local Policing Programme and outlined the direction of travel for 2020, including a number of proposed priorities. This generated discussion among members leading to the following decision:  <b>Decision: Proposed direction of travel, including key priorities, endorsed.</b>	<b>Decision</b>	
	<b>12.3</b>	<b>International Academy</b>  ACC Ritchie presented an update report in respect of proposals for creating an International Academy within the Scottish Police College. The paper was noted by members who expressed support for the longer term ambitious strategic intent.	<b>Noted</b>	
	<b>12.4</b>	<b>Resource Deployment Unit – Redesign</b>  Chief Supt McLoughlin presented an update report in respect of the ongoing work to consider redesign of the Resource Deployment Unit function. This was noted by members.	<b>Noted</b>	
	<b>12.5</b>	<b>Mental Health Pathway</b>  Chief Supt Wright presented a report in respect of the Mental Health Pathway, including a proposal to test a ‘proof of concept’ in the non-live call handling environment, prior to further consideration by SLB. This generated discussion among members who noted that the proposed approach was lawful, practical and reflective of operational reality, leading to the following decision:  <b>Decision: Proposal to carry out ‘proof of concept’ approved.</b>	<b>Decision</b>	

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13.		<b>DCC Crime and Operations</b>		
	13.1	<b>Mass Mobilisation of Resources</b>  DCC Graham presented a report in respect of Mass Mobilisation of Resources. This was noted by members.	<b>Noted</b>	
	13.2	<b>Public Order</b>  ACC Williams presented a report in respect of Public Order and ongoing development work to ensure there is sufficient public order capacity and capability across the organisation. This was noted by members and generated discussion about procurement of equipment, finance and the logistical challenges associated with COP26.	<b>Noted</b>	
	13.3	<b>National Police Coordination Centre and Mutual Aid Arrangements</b>  ACC Williams presented a report in respect of NPoCC and Mutual Aid arrangement, including a recommendation in respect of funding arrangements. This generated discussion among members leading to the following decision:  <b>Decision: Recommendation within report approved.</b>	<b>Decision</b>	
15.		<b>Papers Approved for Submission to SPA</b>  No papers to be submitted to SPA.		
16.		<b>AOCB</b>  None		
17.		<b>Review of Actions</b>		

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		No actions were recorded.		
		<b>Future Meetings</b> Wednesday 12 February, 0900 hours in the Graham Room at the Scottish Police College. The Chair closed the meeting and thanked members for their input.		

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