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## Strategic Leadership Board - Discussion Summary

Wednesday 14 April 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
John Hawkins	ACC Local Policing North
Bernie Higgins	ACC COP26
Mark Williams	ACC Operational Support ( <i>Joined meeting at 1100 hours</i> )
Kenny MacDonald	ACC Criminal Justice
Alan Speirs	ACC Professionalism and Assurance
Judi Heaton	ACC Major Crime, Public Protection and Local Crime
Pat Campbell	T/ACC Organised Crime, Counter Terrorism and Intelligence
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, 'A' Divisional Commander
Alan Gibson	Chief Supt, 'C' Division ( <i>representing ACC Mairs</i> )
David Duncan	Chief Supt, 'K' Division ( <i>representing ACC Johnson</i> )
Derek Hiley	Supt, NEDIP Project (Item 11.4)
Gillian Docherty	Supt, Operation Tarn (Item 12.4)

*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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James Bertram	Health and Safety Manager (Item 12.7)
Gillian Woolman	Audit Scotland (Item 13.1)
Pauline Gillen	Audit Scotland (Item 13.1)
Clare Adamson	Force Resource Manager (Item 15.5)
Andy Bell	Supt, Strategic Engagement and Governance
Danny Hatfield	Supt, Executive Support
Claire Hailstones	Secretariat, Committee Services
<b>Apologies</b>	
Steve Johnson	ACC Local Policing West
Tim Mairs	ACC Local Policing East

Item	No.	Items discussed	Decision/ Action	To be actioned by
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.		
2.	2.1	<b>Quorate, Minutes and Action Log</b>  <b>Review of Action Log</b>  All actions were reviewed and updated as per the action log.		

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	<b>2.2</b>	<b>Decisions since last meeting</b>  There had been no SLB level decisions since the last meeting in March.		
	<b>2.3</b>	<b>Summary of Discussion</b>  The summary of discussion was approved as a true and accurate reflection of the March meeting. The meeting was quorate.	<b>Approved</b>	
3.		<b>Matters Arising</b>		
	<b>3.1</b>	<b>On call update</b>  An update was provided by ACC Hawkins regarding significant operational incidents from the previous 24 hours.	<b>Noted</b>	
<b>Operation Talla</b>				
4.		<b>Operation TALLA</b>		
	<b>4.1</b>	<b>Operation Talla Update</b>  DCC Graham and ACC Speirs provided a verbal update, including reflections on the forthcoming changes to COVID restrictions in Scotland, the likelihood of increased numbers of outdoor events in the summer period, international travel arrangements and concurrent demand, focusing on the implications for policing, particularly in respect of resource management. This was noted by members.	<b>Noted</b>	
	<b>4.2</b>	<b>Organisation Impact and Consequences Resulting from COVID-19 Pandemic</b>  ACC Speirs presented a report which provided an overview of the impact and consequences of the COVID-19 pandemic within Police Scotland, and the managed response to mitigate	<b>Noted</b>	

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	<p><b>15.4</b></p>	<p>risk and address these consequences. The report focused on five key themes of finance; service delivery; people, workplace and wellbeing; ICT and organisational change; and organisational learning and improvement. During discussion, it was agreed that this report would be presented to SLB on a monthly basis.</p> <p><b>Resource Displacement (including review of the Flexible Response Unit)</b></p> <p>Due to the link with resourcing considerations which had been discussed in respect of Operation Talla, it was agreed that agenda item 15.4 would be considered at this part of the meeting.</p> <p>DCC Graham presented a report which outlined the current displacement of resources from local and national policing divisions across Police Scotland, in order to address and mitigate operational threat and risk. Following analysis of the activities carried out by the Flexible Response Unit (FRU), and based on an assessment of the likely operational challenges in 2021, approval was sought to maintain the FRU for a further period of 12 months.</p> <p>This generated significant discussion, including input from attending Divisional Commanders who acknowledged the value offered by the FRU in local communities, while recognising the resourcing commitment required to maintain it. Following discussion, the recommendation to maintain the FRU for a further 12 months was approved.</p> <p><b>DECISION: FRU to be maintained for a further 12 month period.</b></p>	<p><b>Approved</b></p>	
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<b>Force Primary Boards</b>				
5.	5.1	<b>Health and Safety Board</b>  DCC Taylor presented a report from the Health and Safety Board which met on 25 March, highlighting significant areas of discussion, including endorsement of the draft Health and Safety Action Plan 2021-24 (agenda item 12.7). It was confirmed that the Wellbeing Governance Board had been established and would meet for the first time in June. This was noted by members.	<b>Noted</b>	
6.	6.1	<b>Corporate Finance and People Board</b>  CFO Gray and DCC Taylor presented a report from the Corporate Finance and People Board which met on 6 April, highlighting significant areas of discussion from their relevant business areas, including capital budget management and workstreams to deliver on the Strategic Workforce Plan. This was noted by members.	<b>Noted</b>	
7.	7.1	<b>Change Board</b>  DCC Taylor presented a report from the Change Board, which met on 6 March, highlighting significant areas of discussion. This was noted by members.	<b>Noted</b>	
8.	8.1	<b>Audit and Risk Road</b>  DCC Taylor presented a report from the Audit and Risk Board, which met on 16 March, highlighting significant areas of discussion and the positive direction of travel in respect of the organisational risk profile. It was confirmed that a session to review the Police Scotland Strategic Risks was scheduled to take place on Friday 16 April. This was noted by members.	<b>Noted</b>	

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9.	9.1	<b>CONTEST Board</b>  DCC Graham introduced the report for the CONTEST Board, which met on 11 February. It was confirmed that DCC Graham would assume Chair responsibilities for the CONTEST Board, with ongoing work in respect of 'Protect', 'Prevent', 'Prepare' and 'Pursue' highlighted.  T/ACC Campbell provided an overview of discussions which had taken place at the CONTEST Board, including the current threat assessment and regional updates. This was noted by members.	<b>Noted</b>	
10.	10.1	<b>Serious and Organised Crime Board</b>  T/ACC Campbell presented a report from the SOC Board, which met on 11 February, highlighting the significant areas of discussion in respect of serious and organised crime. This was noted by members.	<b>Noted</b>	
<b>Portfolio Areas</b>				
11	11.1	<b>DCC Local Policing Management Board Update</b>  DCC Kerr presented a report from the Local Policing Management Board, which met on 7 April, focusing on three key areas of: collaboration with partners, local policing improvement and international development. As part of this report, ACC Ritchie was invited to provide an overview of the ongoing work of the International Academy and International Development Unit. During discussion, it was agreed that international development work should maintain a clear alignment with the Police Scotland leadership development programme. This was noted by members.	<b>Noted</b>	

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	<b>11.2</b>	<b>Local Policing Delivery Plan</b>  DCC Kerr and Director McMahon presented a report in respect of the Local Policing Delivery Plan 2021-24. Supporting the Police Scotland Annual Police Plan, the three year Local Policing Delivery Plan takes into account new and revised corporate strategies and the current operational environment. Following discussion, and subject to minor amendment, the content of the Local Policing Delivery Plan was approved.  <b>DECISION: Local Policing Delivery Plan approved (subject to minor amendment).</b>	<b>Approved</b>	
	<b>11.3</b>	<b>Public Confidence Monthly Update (Standing Item)</b>  ACC Hawkins presented a report highlighting current public confidence information, based on 51 weeks of public survey work. It was noted that 84% of the public feel safe in their communities, and user satisfaction remains high among those who have contacted or engaged with the Police Scotland officers and staff. This generated discussion among members, who commended the work of all officers and staff to maintain and enhance public trust and confidence. It was suggested that the valued contribution of additional business areas, not currently captured in the monthly update, would be of use. This was noted by members.	<b>Noted</b>	
	<b>11.4</b>	<b>North East Division Integration Project</b>  ACC Hawkins presented the report, outlining progress in respect of the North East Division Integration Project (NEDIP), which will involve the movement of officers and staff into co-located premises within North East Division. Supt Hiley shared a presentation which demonstrated the current situation and next steps. The work in respect of NEDIP was commended by members who recognised the significant value achieved as a result of shared services and estates provision with partners. Members also commented on the valuable learning that can be captured to inform future relocation projects.	<b>Noted</b>	

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12.		<b>DCC People and Professionalism</b>		
	12.1	<b>Management Board Update</b>  DCC Taylor presented a report from the People and Professionalism Management Board which met on 22 March. This was noted by members.	<b>Noted</b>	
	12.2	<b>People and Professional Delivery Plan</b>  DCC Taylor and Director McMahon presented a report in respect of the People and Professionalism Delivery Plan 2021-24. Supporting the Police Scotland Annual Police Plan, the three year People and Professionalism Delivery Plan takes into account new and revised corporate strategies and the current operational environment. Following discussion, and subject to minor amendment, the content of the Delivery Plan was approved.  <b>DECISION: People and Professionalism Delivery Plan approved (subject to minor amendment).</b>	<b>Approved</b>	
	12.3	<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 TCSS restructuring, people partners, and the forthcoming Chief Supt interviews. It was confirmed that work is ongoing to complete a full year 'people dashboard', which will be presented to SLB in May. This was noted by members.	<b>Noted</b>	
	12.4	<b>Operation Tarn</b>  ACC Speirs and Supt Docherty presented a report on progress made to date in respect of Operation Tarn, including an update on the volume of information gathered to date. It was confirmed that the membership of the Professional Reference Group had now been finalised. This was noted by members.	<b>Noted</b>	

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	<p><b>12.4</b></p> <p><b>12.6</b></p> <p><b>12.7</b></p>	<p><b>Equality, Diversity and Inclusion – Next Steps</b></p> <p>DCC Taylor presented a report in relation to the work being undertaken to mainstream equality, diversity and inclusion within Police Scotland, including action to review governance structures in respect of equality, diversity and inclusion. This was noted by members.</p> <p><b>PSD Complaints Model</b></p> <p>ACC Speirs presented a report which provided an update on work to introduce a revised Complaints Handling Model for Police Scotland, which had been approved by SLB in January 2021. The report sought approval for the revised Model to commence from Monday 3 May. Following discussion, this was approved, with an update to be provided to SLB in six months.</p> <p><b>DECISION: Revised Complaints Handling Model commencement date of 3 May 2021 approved.</b></p> <p><b>3 Year Health and Safety Action Plan – 2021/24</b></p> <p>James Bertram presented a report seeking approval of the draft Health and Safety Action Plan 2021-24, which had been endorsed by the People and Professionalism Management Board. The action themes were presented along with updates from the 2018-21 action plan. It was confirmed that nine actions from the previous action plan had been carried forward. This was approved by members.</p> <p><b>DECISION: Health and Safety Action Plan 2021-24 approved.</b></p>	<p><b>Noted</b></p> <p><b>Approved</b></p> <p><b>Approved</b></p>	
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13	13.1	<p><b>Audit Scotland</b></p> <p>The Chair welcomed Gillian Woolman (Audit Director) and Pauline Gillen (Senior Audit Manager) from Audit Scotland, who had been invited to SLB to provide a presentation on the role of external audit. During introduction, the Chair acknowledged the value and contribution of Audit Scotland, and the significant progress that had been made within the policing system over a number of years, particularly in respect of the rigour applied to financial control and management.</p> <p>Audit Scotland provided the following documents during their presentation:</p> <ol style="list-style-type: none"><li>1. 2020/21 Annual Audit Plan for Scottish Police Authority (draft)</li><li>2. Briefing on Best Value Audit (draft)</li><li>3. Extracts from the 2019/20 Scottish Police Authority Annual Report and Accounts.</li></ol> <p>The input generated discussion among members who welcomed the insight into the role of external audit.</p>	<b>Noted</b>	
14	14.1  14.2	<p><b>DCO Corporate Services, Strategy and Change</b></p> <p><b>Management Board Update</b></p> <p>DCO Page presented a report from the Corporate Management Board which met on 22 March. This was noted by members.</p> <p><b>Corporate Services, Strategy and Change Delivery Plan</b></p> <p>DCO Page and Director McMahon presented a report in respect of the Corporate Services, Strategy and Change Delivery Plan 2021-24. Supporting the Police Scotland Annual Police Plan, the three year Corporate Services, Strategy and Change Delivery Plan takes into account new and revised corporate strategies and the current operational environment.</p>	<b>Noted</b>	

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	15.3	<p><b>DECISION: Crime and Operational Support Delivery Plan approved (subject to minor amendment).</b></p> <p><b>G7 Conference - Operation Trelawny</b></p> <p>ACC Williams presented a report in respect of a mutual aid request relating to the G7 Conference. Members recognised the continued value policing derived from mutual aid across the United Kingdom and following discussion, approved the recommendations.</p>	Approved	
	15.4	<p><b>DECISION: Recommendations in respect of Mutual Aid Response approved.</b></p> <p><b>Resource Displacement (including review of the Flexible Response Unit)</b></p> <p><i>Note: Item discussed and recorded in Section 4 of this summary.</i></p>	Approved	
	15.5	<p><b>Management of Rest Days</b></p> <p>ACC Williams and Clare Adamson presented a report seeking approval for three recommendations designed to assist with the management of rest days across Police Scotland. This generated significant discussion between members. Following discussion, the recommendations were approved, with one minor amendment in respect of recommendation two (work proposed to be carried out by a short life working group should instead be taken forward through the relevant Strategic Workforce Plan workstream). It was requested that an update report be presented to the May SLB outlining the next steps, actions and activities.</p>		
	15.6	<p><b>DECISION: Recommendations approved (subject to minor amendment)</b></p> <p><b>Scottish Parliamentary Election</b></p> <p>ACC Williams presented a report which provided an update on ongoing work to prepare and deliver the policing operation relating to the Scottish Parliamentary Election. This was noted by members.</p>	Approved  Noted	

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	<b>15.7</b>	<b>National Intelligence Review</b>  T/ACC Campbell presented an update report in respect of the National Intelligence Review, confirming that a final report will be presented to the May SLB for consideration. This was noted by members.	<b>Noted</b>	
16.		<b>Papers Approved for Submission to SPA</b>  Item 14.3 - Revised Scheme of Financial Delegation		
17.		<b>AOCB</b>		
14.		<b>Review of Actions</b>		
		<b>Future Meetings</b>  Wednesday, 12 May 2021 at 0900 hours via video conferencing.  The Chair closed the meeting and thanked members for their input.		

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