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Strategic Leadership Board - Discussion Summary

Wednesday 10 March 2021

Board Members In Attendance

Iain Livingstone	Chief Constable
Fiona Taylor	DCC People and Professionalism
Malcolm Graham	DCC Crime and Operational Support
John Hawkins	ACC Local Policing North
Tim Mairs	ACC Local Policing East
Steve Johnson	ACC Local Policing West
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
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

Sean Scott	Chief Supt, 'E' Divisional Commander
Mark Hargreaves	Chief Supt, (representing ACC Higgins, COP26)
Andy Bell	Supt, Strategic Engagement and Governance
Danny Hatfield	Supt, Executive Support
Jackie Dunbar	Chief Insp, Wellbeing (Item 9.6)
Heather Cunningham	Head of Recruitment and Selection (Item 9.7)

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 (Item 10.3)
Duncan Sloan	Det Chief Supt, National Intelligence Review (Item 11.2)
Stevie Dolan	T/Chief Supt, Cyber Strategy Implementation (Item 11.7)
Claire Hailstones	Secretariat, Committee Services
Apologies	
David Page	Deputy Chief Officer
Will Kerr	DCC Local Policing
Bernie Higgins	ACC COP26

Item	No.	Items discussed	Decision/ Action	To be actioned by
		Chief's Forum The Chief's Forum opened on Friday 5 March, with more than 90 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. The meeting was conducted via video conference, in line with current organisational distancing measures as a result of the COVID-19 situation.		
	1.2	Apologies Apologies were given as previously noted.		

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2.		Quorate, Minutes and Action Log		
	2.1	Review of Action Log All actions were reviewed and updated as per the action log.		
	2.2	Decisions since last meeting There had been no SLB level decisions since the last meeting in February.		
	2.3	Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the February meeting. The meeting was quorate.	Approved	
3.		Matters Arising		
	3.1	On call update An update was provided by ACC Speirs regarding significant operational incidents from the previous 24 hours. This included an update on the Naloxone Test Change, following the first use by on duty officers of Naloxone intra-nasal spray in the operational setting.	Noted	
Operation Talla				
4.		Operation TALLA		
	4.1	Operation Talla Update DCC Graham provided a verbal update, including reflections on the requirement to focus on longer term considerations and associated implications for policing as the country begins to exit from COVID-19 restrictions. There was discussion about public gatherings which had	Noted	

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		<p>taken place in Glasgow at the weekend, with particular focus on health and safety implications for officers and staff. The Chair recognised the challenging situation which had been faced, and reiterated that the Service would continue to deliver professional, impartial and values based policing, as it had done throughout the pandemic.</p> <p>ACC Speirs provided a verbal update, including an update on current arrangements in place across the Service in respect of lateral flow testing, and the enhanced cleaning regime.</p>		
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Force Primary Boards

5.	5.1	<p>Strategic Organisational Performance Board</p> <p>The Chair presented a report from the Strategic Organisational Performance Board, which met on 16 February, highlighting significant areas of discussion, including review and approval of the Q3 Performance Report which was presented to the SPA Policing Performance Committee on 9 March, and revision of the National Strategic Assessment. This was noted by members.</p>	Noted	
6.	6.1	<p>Corporate Finance and People Board</p> <p>CFO Gray and DCC Taylor presented a report from the Corporate Finance and People Board which met on 2 March, highlighting significant areas of discussion from their relevant business areas, including the 2021/22 Budget, Strategic Workforce Plan and SPRM project. This was noted by members.</p>	Noted	
7.	7.1	<p>Change Board</p> <p>DCC Taylor presented a report from the Change Board, which met on 2 March, highlighting significant areas of discussion including Analysis and Demand Transformation, Volunteering Strategy, and Estates Transformation. This was noted by members, who discussed the</p>	Noted	

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	<p>processes in place for the allocation of Reform Funding, the connection between the Capital Investment Group and the Change Board, as well as other interdependencies.</p> <p>Following the Change Board update, there was a more general discussion which highlighted a desire for increased visibility within the Strategic Leadership Board of the work of a number of other organisational boards, including CONTEST and Serious Organised Crime Boards.</p>		
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Portfolio Areas

8.	<p>DCC Local Policing</p>		
8.1	<p>Management Board Update</p> <p>ACC MacDonald presented a report from the Local Policing Management Board, which met on 3 March. During discussion, it was agreed that there should be consistency in the level of information provided to the Strategic Leadership Board on a monthly basis from portfolio area management board updates. This was noted by members.</p>	Noted	
8.2	<p>Public Confidence Monthly Update (Standing Item)</p> <p>ACC Hawkins presented a report highlighting current public confidence information, with average public confidence levels recorded at 58% through the Police Scotland survey. The information is based on 47 weeks of public survey work. This was noted by members who discussed the operational application of this information.</p>	Noted	
8.3	<p>Criminal Justice Update</p> <p>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 led to discussion in respect of the Digital</p>	Noted	

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	<p>8.4</p>	<p>Evidence Sharing Capability programme, which offers significant transformation opportunities. The report was noted by members.</p> <p>Reform Collaboration Group - Collaborative Improvement Model</p> <p>ACC Ritchie presented a report recommending structured engagement with members of the senior leadership team to help develop a future Collaborative Improvement Model within the Reform Collaboration Group. Following discussion, the proposal was approved by members.</p> <p>DECISION: Proposal for engagement sessions approved.</p>	<p>Approved</p>	
	<p>8.5</p>	<p>Police Scotland’s Implementation of the UNCRC Bill</p> <p>ACC Ritchie presented a report, recommending the introduction of a governance structure to oversee arrangements to ensure Police Scotland’s readiness for incorporation of UNCRC in Scotland. The governance proposal included the establishment of a Strategic Oversight Board with support from a Working Group. Members recognised the value in the proposal, reflecting on the opportunities for Police Scotland to be at the forefront in the delivery and safeguarding of children’s rights.</p> <p>DECISION: Governance recommendations approved.</p>	<p>Approved</p>	
	<p>8.6</p>	<p>Prevent – Regional Counter Terrorism Advisory Group</p> <p>ACC Ritchie presented a report outlining work to develop a Regional Counter Terrorism Advisory Group (RCTAG) in Scotland, recommending that the National Independent Strategic Advisory Group (NISAG) carry out the role of the R-CTAG on a temporary basis. There was support for the proposal, with additional discussion required about where the ‘executive sponsor’ role should sit within the Service.</p> <p>DECISION: Recommendation for NISAG to carry out the role of RCTAG approved.</p>	<p>Approved</p>	

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	8.7	Joint Strategic Statement of Commitments in relation to Body Worn Video ACC MacDonald presented a report, seeking endorsement for the Scottish Police Authority and Police Scotland Joint Statement of Commitments in relation to Body Worn Video (BWV). During discussion, members were advised that the recent public engagement survey in respect of BWV had generated over 8,800 responses, with strong support for the use of BWV in Scotland. In addition, evaluation from the use of BWV in North East Scotland had also demonstrated positive benefits. This was noted by members, who endorsed the draft Joint Strategic Statement of Commitments. DECISION: Joint Strategic Statement of Commitments endorsed.	Endorsed	
9.	9.1	DCC People and Professionalism Management Board Update DCC Taylor presented a report from the People and Professionalism Management Board which met on 23 February, advising that a number of items from the Management Board were to be discussed as Agenda Items during the Strategic Leadership Board. This was noted by members.	Noted	
	9.2	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 the Strategic Workforce Plan, SPRM, Wellbeing and Engagement Survey, and the latest People 'dashboard'. This was noted by members.	Noted	

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	<p>9.3</p>	<p>Operation Tarn</p> <p>ACC Speirs presented a report on progress made to date in respect of Operation Tarn, including an update on the establishment of a Professional Reference Group. This was noted by members.</p>	<p>Noted</p>	
	<p>9.4</p>	<p>Equality, Diversity and Inclusion – Next Steps</p> <p>DCC Taylor presented a report in relation to the work being undertaken to mainstream equality, diversity and inclusion within Police Scotland. Members were advised that the EDI and Human Rights Strategic Oversight Board, with over 50 attendees, had met for the first time, and work continues to establish an Independent Review Group. This was noted by members.</p>	<p>Noted</p>	
	<p>9.5</p>	<p><i>Item removed from agenda in advance of SLB</i></p>		
	<p>9.6</p>	<p>Wellbeing Governance Group</p> <p>ACC Speirs and Chief Inspector Dunbar presented a report recommending the re-establishment of a quarterly strategic governance group in respect of wellbeing. This was strongly supported by members.</p> <p>DECISION: Re-establishment of Wellbeing Governance Group approved.</p>	<p>Approved</p>	
	<p>9.7</p>	<p>Temporary Promotions</p> <p>Director Helliker and Heather Cunningham presented a report, recommending the introduction of a structured process in respect of temporary promotions. There was strong support from members for a standardised process which is fair and transparent, with significant discussion about a number of aspects including qualifying criteria and approval levels. Following discussion, the recommendations were approved, subject to mandatory consultation, and with minor amendments in respect of approval levels for temporary</p>		

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	<p>promotions to Sergeant and Inspector, and the removal of one aspect in respect of qualifying criteria.</p> <p>DECISION: Recommendation approved, subject to minor amendments and mandatory consultation.</p>	<p>Approved</p>	
<p>9.8</p>	<p>Independent Review of Complaints Handling</p> <p>ACC Speirs presented a report, outlining the proposed categorisation of the 81 policing recommendations from the Dame Elish Angiolini Review into standardised categories which will inform ongoing work with key stakeholders. This was approved by members.</p> <p>DECISION: Proposed categorisation approved.</p>	<p>Approved</p>	
<p>9.9</p>	<p>Communications and Engagement – The Chief’s Forum</p> <p>Chris Starrs presented a report which provided an update on work to develop and enhance the Chief’s Forum which continues to generate active engagement from officers and staff on a quarterly basis. This was noted by members.</p>	<p>Noted</p>	
<p>9.10</p>	<p>Equality Outcomes</p> <p>ACC Ritchie presented a report, highlighting work to revise the Joint Equality Outcomes for Policing, which is legislatively required to be completed by 30 April 2021, and seeking approval for the draft Equality Outcomes. The work to develop and revise the Joint Equality Outcomes for Policing was commended, and these were approved for further consideration at the SPA Board meeting on 24 March.</p> <p>DECISION: Joint Equality Outcomes for Policing approved.</p>	<p>Approved</p>	

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	9.11	Equality and Diversity Mainstreaming and Equality Outcomes Progress Report ACC Ritchie presented a report, seeking approval of the content of the draft Equality Outcomes Progress Report for 2019-2021. It was recognised that there had been significant progress and the draft report was approved by members, with content to be developed for the introductory section. DECISION: Draft report approved.	Approved	
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10		DCO Corporate Services, Strategy and Change		
	10.1	Management Board Update CFO Gray presented a report from the Corporate Management Board which met on 22 February. This was noted by members.	Noted	
	10.2	2021/22 Budget Update CFO Gray presented a report, recommending approval of the draft policing budget for 2021/22. Following discussion, this was approved and will be further considered at the SPA Board Meeting on 24 March. DECISION: Draft budget approved for transmission to SPA.	Approved	
	10.3	Annual Policing Plan Update Director McMahon presented a report, recommending approval of the content of the draft Annual Police Plan (APP) for 2021/22. Following discussion, which reflected on the engagement and consultation undertaken in the development of the APP, it was approved in principle, subject to final review and consideration by the Chief Constable. The APP will be presented to the SPA Board Meeting on 24 March.		

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		DECISION: Annual Police Plan approved in principle, subject to final review and consideration.	Approved	
11.	11.1	DCC Crime and Operational Support Management Board Update DCC Graham presented a report from the Crime and Operational Support Management Board which met on 23 February, providing an update on developments within the CONTEST Board and Serious Organised Board structures. This was noted by members.	Noted	
	11.2	Intelligence Review T/ACC Campbell and Detective Chief Supt Sloan presented a report in respect of the ongoing Intelligence Review, which included a slide presentation highlighting progress being made, and outlining next steps. This was noted by members.	Noted	
	11.3	Event Command Course ACC Williams presented a report in respect of the processes which underpin accreditation of Event Commanders in Scotland, outlining a number of proposed recommendations in respect of accreditation and operational competence requirements. Members were advised that the recommendations followed a review of Event Command arrangements, and would improve attainment levels, support mechanisms, continuous professional development opportunities, and governance. Following discussion, the recommendations were approved. DECISION: Event Command recommendations approved.	Approved	

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	<p>11.4</p>	<p>Operation Tutelage</p> <p>T/ACC Campbell presented a report, recommending that Police Scotland participate in Operation Tutelage for trial period of six months, with a senior officer from Road Policing being signatory to the Insurance Advisory Letter. Members were advised that Operation Tutelage is an UK wide initiative designed to reduce the level of uninsured drivers on the road network, through the provision of Insurance Advisory Letters encouraging registered keepers of motor vehicles to rectify potential insurance issues. Following discussion, the recommendations were approved by members.</p> <p>DECISION: Police Scotland participation in Operation Tutelage for a trial period of six months approved.</p>	<p>Approved</p>	
	<p>11.5</p>	<p>Operation Allard</p> <p>T/ACC Campbell presented a report, which provided an update in respect of ongoing negotiations in respect of certain legal claims. This was noted by members.</p>	<p>Noted</p>	
	<p>11.6</p>	<p>Aviation Safety and Security Unit – Counter Drone Equipment</p> <p>ACC Williams presented a report which provided an update on aviation security. Following extensive discussion, there was support for continued work in this area, recognising the need to consult and engage with external stakeholders, including the Scottish Police Authority.</p> <p>DECISION: Continuation of work in this area approved.</p>	<p>Approved</p>	

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	11.7	Cyber Strategy Implementation Plan T/ACC Campbell and Chief Supt Dolan presented a report, providing an overview of development of the Cyber Strategy Implementation Plan and seeking approval of its content. Following discussion, the Implementation Plan was approved. It will be further considered at the SPA Board meeting on 24 March. DECISION: Cyber Strategy Implementation Plan approved for transmission to SPA Board.	Approved	
12.		Papers Approved for Submission to SPA Item 9.10 Equality Outcomes Item 9.11 Equality and Diversity Mainstreaming and Equality Outcomes Progress report Item 10.2 Budget 21/11 Item 10.3 Annual Policing Plan 21/22 Item 11.7 Cyber Strategy Implementation		
13.	13.1	AOCB Superintending Workforce Agreement ACC Williams presented a report, seeking approval for the draft Workforce Agreement for superintending ranks, which had been developed following extensive engagement. This was approved by members and the Workforce Agreement will be signed by the Chief Constable. DECISION: Draft Workforce Agreement approved.	Approved	
14.		Review of Actions		

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	<p>Future Meetings</p> <p>Wednesday, 14 April 2021 at 0900 hours via video conferencing.</p> <p>The Chair closed the meeting and thanked members for their input.</p>		
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