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Strategic Leadership Board - Discussion Summary

Wednesday 12 May 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
Steve Johnson	ACC Local Policing West
Tim Mairs	ACC Local Policing East (<i>joined meeting at 10.30</i>)
Bernie Higgins	ACC COP26
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
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, 'D' Division (<i>representing ACC Hawkins</i>)
Duncan Sloan	Det Chief Supt, (<i>representing T/ACC Campbell</i>)
Andrew McDowall	Chief Supt, (Item 14.6)
Jackie Dunbar	Chief Inspector, (Item 14.8)
James Bertram	Health and Safety Manager (Item 14.9)

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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Andy Bell	Supt, Strategic Engagement and Governance
Danny Hatfield	Supt, Executive Support
Claire Hailstones	Secretariat, Committee Services
Apologies	
John Hawkins	ACC Local Policing North
Pat Campbell	T/ACC Organised Crime, Counter Terrorism and Intelligence

Item	No.	Items discussed	Decision/ Action	To be actioned by
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.		
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 April.		

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	2.3	Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the April meeting. The meeting was quorate.	Approved	
3.	3.1	Matters Arising On call update An update was provided by ACC Ritchie regarding significant operational incidents from the previous 24 hours.	Noted	
Operation Talla				
4.	4.1	Operation TALLA Operation Talla Update DCC Graham provided a verbal update, including reflections on the recent changes to COVID restrictions in Scotland, international travel arrangements, the potential for summer events, marches and processions, and ongoing work to develop a transition plan with a focus on smarter working as we continue to move through the COVID pandemic. ACC Speirs provided a verbal update on the impact and consequences of COVID within Police Scotland, including home working, the provision of PPE and the operational policing response. These updates were noted by members. During discussion, it was agreed that COVID restrictions permitting, the Strategic Leadership Board in July would take place in person, with physical distancing in place.	Noted	

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Force Primary Boards				
5.	5.1	Strategic Organisational Performance Board The Chief Constable presented a report from the Strategic Organisational Performance Board which met on 3 May, highlighting significant areas of discussion including the Q4 Performance Report, the revised Performance Framework and the Chief Constable's Annual Assessment of Policing Performance. 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 27 April, highlighting significant areas of discussion including planning for future development workshops involving members of the senior leadership team, and forthcoming consideration of issues during the next Executive Planning session. This was noted by members.	Noted	
7.	7.1	Operational Delivery Board DCC Graham presented a report from the Operational Delivery Board which met on 27 April, advising that the Board is now more focused on looking ahead to assess threat and demand. It was confirmed that the ODB Terms of Reference require further refinement to ensure alignment with the Demand, Design and Resources Board. This was noted by members.	Noted	
8.	8.1	Corporate Finance and People Board CFO Gray and DCC Taylor presented a report from the Corporate Finance and People Board which met on 4 May, highlighting significant areas of discussion from their relevant business areas.	Noted	

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		During the finance update, it was confirmed that capital budget was being managed effectively through ongoing monitoring. During the People update, it was confirmed that work had been commissioned in respect of rank ratios and that an update on all workstream activity to deliver on the Strategic Workforce Plan would be presented to the SLB in June. This was noted by members.		
9.	9.1	Change Board DCC Taylor presented a report from the Change Board, which met on 6 March, highlighting significant areas of discussion, including the impact of the freeze on change activity during Operation Urram. This was noted by members.	Noted	
0.	10.1	CONTEST Board DCC Graham presented the report for the CONTEST Board, which met on 6 May, highlighting significant areas of discussion including on overview of the current threat assessment. This was noted by members.	Noted	
11.	11.1	Serious and Organised Crime Board DCS Sloan presented a report from the SOC Board, which met on 6 May, highlighting the significant areas of discussion including an overview of the threat assessment in respect of serious and organised crime. This was noted by members.	Noted	

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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 5 May, focusing on the key areas of local policing improvement, international development, and the maturing relationship with COSLA and SOLACE. This was noted by members.</p>	Noted	
	13.2	<p>Public Confidence Monthly Update (Standing Item)</p> <p>CS Todd presented a report highlighting current public confidence information, based on 12 months of public survey work. It was noted that overall public confidence was recorded at 57%, which was a 9% increase from the previous year, with user satisfaction high among those who have contacted or engaged with the Police Scotland officers and staff. This generated discussion during which the work of all officers and staff to maintain and enhance public trust and confidence was commended.</p>	Noted	
	13.3	<p>Bi-monthly 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 was noted by members.</p>	Noted	
	13.4	<p>Gaelic Language Plan</p> <p>ACC Ritchie presented a report outlining ongoing work to revise the Police Scotland Gaelic Language Plan, which is a statutory requirement every five years. Approval was sought for the proposed core elements of the revised Gaelic Language Plan, prior to public consultation taking place. During discussion, it was agreed that further reflection was required on the proposed core elements prior to approval of the draft.</p> <p>DECISION: Not approved at this time.</p>	Not approved	

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	13.5	United Nations Convention on the Rights of the Child Bill Update ACC Ritchie presented a report outlining the current position regarding UNCRC (Incorporation) (Scotland) Bill and the Police Scotland preparations for potential implementation. This was noted by members who reflected during discussions on the issues which can be faced in respect of the implementation of legislative changes within challenging timescales.	Noted	
14.	14.1	DCC People and Professionalism Management Board Update DCC Taylor presented a report from the People and Professionalism Management Board which met on 28 April, highlighting significant areas of portfolio business including work to pilot Trauma Impact Prevention Techniques, and preparation for results being published in respect of the Staff Survey. This was noted by members.	Noted	
	14.2	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 significant Leadership, Development and Recruitment activities. This was noted by members.	Noted	
	14.3	Management Information Dashboard – End of Year Report Director Helliker presented an ‘end of year’ dashboard, which provided management information from People and Development, including information in respect of Force demographics, absence, leave, and duty profiles. It was confirmed that the dashboard will be available for use on a divisional basis. This was noted by members.	Noted	

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	14.4	People and Development Annual Delivery Plan Update Director Helliker presented a report which updated on progress in respect of the People and Development Annual Delivery Plan, which related to year three of the People Strategy. It was confirmed that there had been positive progress against the delivery plan activities. This was noted by members.	Noted	
	14.5	Operation Tarn 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 reflected on the scale of the information gathering exercise. The Chair reiterated the strategic intent of Police Scotland to fully engage with the Public Inquiry in an open and transparent manner.	Noted	
	14.6	Cross Jurisdictional Post Incident Procedures CS McDowall presented a report, seeking approval to circulate the draft Memorandum of Understanding in respect of Cross Border/Jurisdictional Post Incident Procedures to other signatories within the MOU. It was confirmed that the draft MOU had been prepared in consultation with other proposed signatories including COPFS, Home Office, PIRC, IOPC and NPCC. During discussion, there was strong support for the MOU, and circulation to signatories was approved, with work to finalise the MOU to be carried out to enable final approval and signature by the Chief Constable. DECISION: Approval for circulation of draft MOU to proposed signatories.	Approved	
	14.7	Equality, Diversity and Inclusion – Next Steps DCC Taylor presented a report in relation to the ongoing work being undertaken to mainstream equality, diversity and inclusion within Police Scotland. It was confirmed that a date had been set for the first meeting of the Independent Reference Group. This was noted by members.	Noted	

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	14.8	Wellbeing Q4 Report CI Dunbar presented a report which provided an update in respect of wellbeing activities and performance in 2020-21, the continued response to COVID-19 and proposals for next steps to continue to mainstream the wellbeing agenda. This was noted by members.	Noted	
	14.9	Q4 Health and Safety Report James Bertram presented a report which outlined the year end Health and Safety statistics for 2020-21, seeking approval for transmission of the report to the SPA People Committee. This was approved by member. DECISION: Report approved for onward transmission to SPA People Committee.	Approved	

15		DCO Corporate Services, Strategy and Change		
	15.1	Management Board Update DCO Page presented a report from the Corporate Management Board which met on 26 April, highlighting significant areas of portfolio business including ongoing discussions in respect of smarter working, and financial performance and management. This was noted by members.	Noted	
	15.2	Morbid Toxicology (Project Weaver) Update DCO Page presented a report which provided an update in respect of Morbid Toxicology services. This was noted by members.	Noted	

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	15.3	DESC Contract CFO Gray presented a report which provided an update on the progress of the procurement of the Digital Evidence Sharing Capability (DESC) project by the Scottish Ministers and expectations of the next steps for the programme. This was noted by members.	Noted	
	15.4	Provisional Outturn 20/21 CFO Gray presented a report which provided an update on the provisional 2020/21 financial outturn position of the SPA and Police Scotland. This was noted by members.	Noted	
16.		Papers Approved for Submission to SPA Item 14.4 – People and Development Annual Delivery Plan Update Item 14.9 – Q4 Health and Safety Report		
17.		AOCB		
14.		Review of Actions		
		Future Meetings Wednesday 9 June 2021 at 0900 hours via video conferencing. The Chair closed the meeting and thanked members for their input.		