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Strategic Leadership Board - Discussion Summary

Wednesday 8 September 2021

Board Members in Attendance

Iain Livingstone	Chief Constable
Fiona Taylor	DCC People and Professionalism
Malcolm Graham	DCC Crime and Operational Support
David Page	Deputy Chief Officer
Mark Williams	ACC Operational Support
Pat Campbell	T/ACC Organised Crime, Counter Terrorism and Intelligence
Gary Ritchie	ACC Partnership, Prevention & Community Wellbeing <i>(not present 1100-1200hrs due to attendance at external Steering Group)</i>
Kenny MacDonald	ACC Criminal Justice <i>(not present 1000-1200hrs due to attendance at Parliamentary Committee)</i>
Tim Mairs	ACC Local Policing East
Steve Johnson	ACC Local Policing West
John Hawkins	ACC Local Policing North
Bernard Higgins	ACC COP26
Alan Speirs	ACC Professionalism & Assurance
Duncan Campbell	Head of Legal Services
Jude Helliker	Director of People and Development
James Gray	Chief Financial Officer
Tom McMahon	Director of Strategy and Analysis
Chris Starrs	Head of Corporate Communications
Others In Attendance	
Faroque Hussain	Chief Supt, Divisional Commander
Joe Carragher	Head of Applications and Development <i>(rep CDIO Hendry)</i>
Iain McKie	Procurement Lead <i>(Item 10.2)</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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Lynn Brown	Strategic Financial Lead (<i>Items 10.3 and 10.4</i>)
James Bertram	Health and Safety Manager (<i>Items 11.7 and 11.8</i>)
Gillian Docherty	Supt, Operation Tarn (<i>Item 11.10</i>)
Denis Hamill	Chief Data Officer (<i>Item 11.11</i>)
Andy Bell	Supt, Strategic Engagement and Governance
Claire Hailstones	Secretariat, Committee Services
Apologies	
Will Kerr	DCC Local Policing
Judi Heaton	ACC Major Crime, Public Protection and Local Crime
Andrew Hendry	Chief Digital Information Officer

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. During the introductory remarks, members were provided with an update following the conclusion of High Court Proceedings in Edinburgh on Tuesday 7 September.		
	1.2	Apologies Apologies were given and representatives duly noted. The meeting was quorate.		
2.		Minutes and Action Log		
	2.1	Review of Action Log		

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	2.2	All actions were reviewed and updated as per the action log. The four outstanding actions were closed.		
		Decisions Since Last Meeting		
		There had been no Strategic Leadership Board level decisions since the last meeting in August.		
	2.3	Summary of Discussion		
		The summary of discussion was approved as a true and accurate reflection of the meeting held on 11 August.	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.	Noted	
Operation Talla				
4.		Operation TALLA		
	4.1	Operation Talla & Strategic Oversight Board Update		
		DCC Graham gave a verbal update on the ongoing work of Operation Talla and the Strategic Oversight Board, including updates on Police Scotland's transition to a sustainable footing within business as usual processes, which is in line with the Scottish Government direction of travel for wider Scottish society. During discussions, members considered the implications of COVID-19 for the large scale policing deployments in respect of COP26.	Noted	

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	<p>4.2</p>	<p>It was confirmed that there was engagement between the Operation Talla and Operation Urram teams to ensure best practice and learning was shared.</p> <p>Operation Talla – Transition Plan</p> <p>ACC Speirs presented a report which outlined the Operation Talla transition plan, designed to move Police Scotland into a business as usual footing. The report sought approval to stand down the Operation Talla support structures from Monday 27 September, while retaining the capability to stand structures up should the operating environment require it. It was confirmed that strategic command in respect of Operation Talla considerations would be retained within the portfolio responsibilities of the Gold and Silver Commander. During discussion, there was consideration of the benefit which would be derived from the Outbreak Management Team being retained until the conclusion of COP26.</p> <p>DECISION: Following final consideration at the Operation Talla Strategic Oversight Board on 23 September, support structures to be stood down from 27 September 2021 (with elements to be transitioned towards COP26). Outbreak Management Team support to be retained until the conclusion of COP26.</p>	<p>Approved</p>	
	<p>4.3</p>	<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. This was noted by members.</p>	<p>Noted</p>	

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Force Primary Boards				
5.	5.1	Corporate Finance and People Board DCO Page and DCC Taylor presented a report from the Corporate Finance and People Board, which met on 31 August, providing updates on significant areas of discussion from their relevant business areas. Areas highlighted included the Five Year Financial Plan, the Capital Strategy, the Strategic Workforce Plan, and aspects of police recruitment and probationer training. This was noted by members.	Noted	
6.	6.1	Change Board DCO Page presented a report from the Change Board, which met on 31 August, highlighting significant areas of discussion including an overview of the change portfolio. It was confirmed that a resourcing request in respect of the Cyber Strategy had been remitted to DDRB and ODDG. This was noted by members.	Noted	
7.	7.1	Strategic Organisational Performance Board The Chair presented a report from the Strategic Organisational Performance Board, which met on 16 August, highlighting significant areas of discussion including detailed consideration of the Q1 Performance Report. During discussion, Director McMahon confirmed that with agreement of the Scottish Police Authority, quarterly performance reports would now be considered by the SPA Policing Performance Committee, without duplicate reporting to the SPA Board. This was noted by members.	Noted	
8.	8.1	Audit and Risk Board ACC Speirs presented a report from the Audit and Risk Board, which met on 5 September, highlighting significant areas of discussion. This was noted by members.	Noted	

Portfolio Areas				
9.	9.1	<p>DCC Crime and Operational Support</p> <p>Management Board Update</p> <p>DCC Graham presented a report from the Crime and Operational Support Management Board, which met on 26 August, highlighting significant areas of portfolio business including digital forensics and event cost recovery consideration. It was confirmed that a number of items of business would be reported to Strategic Leadership Board in due course, following appropriate portfolio consideration and consultation. This was noted by members.</p>	Noted	
10.	10.1	<p>DCO Corporate Services, Strategy and Change</p> <p>Management Board Update</p> <p>DCO Page presented a report from the Corporate Management Board, which met on 23 August, highlighting significant areas of portfolio business. The meeting had been attended by the Chair of the Scottish Women’s Development Forum who provided an informative update, which was the first in a series of inputs to be provided by EDI Staff Associations. An update was also provided on progress to prepare the Annual Report and Accounts, This was noted by members.</p>	Noted	
	10.2	<p>Procurement Strategy</p> <p>CFO Gray and Iain McKie presented a report, seeking approval for the draft Procurement Strategy which run from 2021-2023. It was confirmed that the draft strategy had been developed with input from SPA officials, and a number of internal and external stakeholders, and following navigation through SPA governance, would require to be approved by the SPA Board. The draft Procurement Strategy was approved for transmission to the SPA.</p>		

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	10.3	DECISION: Procurement Strategy approved for transmission to SPA. Five Year Financial Plan CFO Gray and Lynn Brown presented a report, outlining work to develop a five year financial planning document for Police Scotland. During discussion, it was confirmed that the plan had been revised following feedback at the Strategic Leadership Board meeting in August, and would be subject to regular review over its five year period. Following discussion, the five year plan was approved for transmission to the SPA.	Approved	
	10.4	DECISION: Five year financial plan approved for transmission to SPA. Capital Strategy CFO Gray and Lynn Brown presented a report, outlining work to develop the Police Scotland Capital Strategy, which includes a five year projection of capital requirements. During discussion, it was confirmed that the plan had been revised following feedback at the Strategic Leadership Board meeting in August. Following discussion, the Capital Strategy was approved for transmission to the SPA.	Approved	
	10.5	DECISION: Capital Strategy approved for transmission to SPA. Strategic Engagement and Joint Activity with SPA - Update Director McMahon presented a report, providing an overview of ongoing joint activity with the Scottish Police Authority, including work in respect of deprivation and public confidence; and Local Police Plans. It was confirmed that there was significant support from COSLA for the approach taken by Police Scotland to develop the Local Police Plans, with an update on a recent tri-partite review in this area to be provided to the Strategic Leadership Board. This was noted by members.	Approved Noted	

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	10.6	Strategic Planning: Annual Police Plan 2022-23 Director McMahon presented a report, seeking approval for the proposed approach to develop the Annual Police Plan for 2022-23, which will be informed by information from the portfolio area delivery plans. Following discussion, the proposed approach was approved by members. DECISION: Proposed approach approved.	Approved	
11.	11.1 11.2 11.3	DCC People & Professionalism Management Board Update DCC Taylor presented a report from the People and Professionalism Management Board, which met on 24 August, highlighting significant areas of portfolio business including an update on the Your Voice Matters survey, employee safeguarding and vetting arrangements. This was noted by members. People and Development Update Director Helliker presented a report detailing key work within the People and Development business area, including an update on the standard entry test and the development of dynamic people dashboards. This was noted by members. P&D Annual Delivery Plan Director Helliker presented a report detailing work carried out by People and Development in Q1 2021-22 against the People and Professionalism Delivery Plan. It was confirmed that an update on the 'My Career' pilot programme and evaluation would be presented to a future Strategic Leadership Board. This was noted by members.	Noted Noted Noted	

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	11.7	Control of Noise at Work James Bertram presented a report, seeking approval for a number of recommendations designed to ensure compliance with statutory requirements in respect of the control of noise at work. Members commended the work of the health and safety team, and approved the recommendations. DECISION: Recommendations approved.	Approved	
	11.8	Control of Vibrations at Work James Bertram presented a report, seeking approval for a number of recommendations designed to ensure compliance with statutory requirements in respect of the control of vibrations at work. Members approved the recommendations. DECISION: Recommendations approved.	Approved	
	11.9	Equality, Diversity and Inclusion Update 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 the Chair and Vice-Chair of the Independent Reference Group would provide an update to the September meeting of the SPA Board. This was noted by members.	Noted	
	11.10	Operation Tarn Supt Docherty presented a report which provided an update in respect of Operation Tarn, with a legal update also provided by Mr. Campbell. This was noted by members, who again acknowledged the work carried out by the Operation Tarn team and across the organisation to support the Public Inquiry.	Noted	

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	<p>11.11 Whistleblowing</p> <p>ACC Speirs presented a report which provided an update in respect of whistleblowing data for 2020-21, and outlined proposed actions to ensure continuous improvement on current process and practice. This was noted by members.</p>	<p>Noted</p>	
	<p>11.12 Data Ethics Strategy and Governance Framework</p> <p>Denis Hamill presented a report seeking approval for a proposed Police Scotland Data Ethics Strategy and Governance Framework, which had been developed and designed to support Police Scotland's ambition to become an organisation driven by effective and efficient use of data, in an ethical way. Following discussion the proposals were approved.</p> <p>DECISION: Data Ethics Strategy and Governance Framework approved.</p>	<p>Approved</p>	
	<p>11.13 Use of Force – Data Publication</p> <p>ACC Williams presented a report, seeking approval for Police Scotland to begin regular publication of use of force data via the force website. Following discussion, the proposal to publish on a quarterly basis was approved by members.</p> <p>DECISION: Publication of use of force data on a quarterly basis approved.</p>	<p>Approved</p>	
12.	<p>DCC Local Policing</p> <p>12.1 Management Board Update</p> <p>ACC Mairs presented a report from the Local Policing Management Board, which met on 2 September, highlighting significant areas of discussion relating to portfolio business. This was noted by members.</p>	<p>Noted</p>	

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	12.2	Public Confidence ACC Hawkins presented an enhanced 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 detailed activities being developed and progressed which are designed to better understand and enhance public confidence. This was noted by members.	Noted	
	12.3	Bi-Monthly Criminal Justice Update ACC MacDonald presented a report, providing an update on work to increase court capacity within the justice system, and ongoing activity designed to mitigate the impact on policing. This was noted by members.	Noted	
	12.4	Police Scotland Gaelic Language Plan ACC Ritchie presented a report seeking approval of the draft Police Scotland Gaelic Language Plan, which has been developed following a six week consultation period. Following discussion, the plan was approved by members and it was confirmed that it would be discussed at the meeting of the SPA Board in September. DECISION: Draft Gaelic Language Plan approved.	Approved	
	12.5	Recorded Police Warnings – Amendment to Guidelines ACC Ritchie presented a report, providing an update on Crown Office amendments to guidelines in respect of Recorded Police Warnings for adult offenders. This was noted by members, and during discussion, it was confirmed that an update on the work of the Drug Deaths Taskforce would be provided to the Strategic Leadership Board in October.	Noted	

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	12.6	Resource Management in Local Policing ACC Mairs presented a report, providing members with an update on work being undertaken to manage local policing resources, and seeking approval for a Short Life Working Group Terms of Reference which is developing and considering options. The Terms of Reference was approved. DECISION: Terms of Reference approved.	Approved	
13.		Papers Approved for Submission to SPA <ul style="list-style-type: none">• Item 10.2• Item 10.3• Item 10.4• Item 12.4		
14.		AOCB DCO Page noted that the Item 10.3 Five Year Financial Plan (Item 10.3) would be revised to incorporate the impact of changes to National Insurance contribution rates prior to transmission to the SPA.		
15.		Review of Actions		
		Future Meetings Wednesday 20 October 2021 at 0900 hours via video conferencing. The Chair closed the meeting and thanked members for their input.		

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