**Strategic Leadership Board - Discussion Summary**

Wednesday 9 December 2020

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| 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 |
| Tim Mairs | ACC Local Policing East |
| John Hawkins | ACC Local Policing North |
| 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 |
| Bernie Higgins | ACC COP26 |
| 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 | |
| Chief Supt Faroque Hussain | ‘U’ Divisional Commander |
| Chief Inspector Neil Cameron | Agenda Item 8.3 |
| Kirsty Garrick, Head of People Engagement Partnering | Agenda Item 9.3 |
| Nicky Page, Head of Employee Relations and Reward | Agenda Item 9.4 |
| Heather Cunningham, Head of Recruitment and Selection | Agenda Item 9.6 |
| Andy Bell | Superintendent, Strategic Engagement and Governance |
| Claire Hailstones | Secretariat, Committee Services |

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| Item | No. | Items discussed | |  |  | | --- | --- | | Decision/Action |  | | To be actioned by |
|  |  | **Chief’s Forum**  The Chief’s Forum opened on Friday 4 December, with more than 100 questions received on a variety of topics. It was confirmed that draft responses were being prepared by portfolio areas and would be published on intranet, once reviewed and approved by the Chief Constable. |  |  |
| 1. | **1.1**  **1.2** | **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.  **Apologies**  Apologies were given as previously noted. |  |  |
| 2. | **2.1**  **2.2**  **2.3** | **Quorate, Minutes and Action Log**  **Review of Action Log**  All actions were reviewed and updated as per the action log.  **Decisions since last meeting**  There had been no SLB level decisions since the last meeting in November.  **Summary of Discussion**  The summary of discussion was approved as a true and accurate reflection of the November meeting. The meeting was quorate. | **Approved** |  |
| 3. | **3.1** | **Matters Arising**  **On call update**  An update was provided by ACC MacDonald 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, outlining level changes in certain regions, the continuation of travel restrictions, policing preparations for the festive period, and vaccination arrangements. This generated discussion among members, who also considered the policing implications of EU Exit and its concurrency with COVID restrictions. | **Noted** |  |

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| **Force Primary Boards** | | | | |
| 5. | **5.1** | **Change Board**  DCO Page presented a report from the Change Board, which met on 1 December, highlighting significant areas of discussions around prioritisation of the Change Programme. | **Noted** |  |

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| 6. | **6.1** | **Corporate Finance and People Board**  Director Helliker and DCO Page presented a report from the Corporate Finance and People Board, which met on 1 December, highlighting significant areas of discussion from their respective business areas. This was noted by members. | **Noted** |  |
| 7. | **7.1** | **Operational Delivery Board**  DCC Kerr presented a report from the Operational Delivery Board which met on 23 November 2020. This was noted by members. | **Noted** |  |
| **Portfolio Areas** | | | | |
| 8. | **8.1**  **8.2**  **8.3**  **8.4**  **8.5** | **DCC Local Policing**  **Management Board Update**  DCC Kerr presented a report from the Local Policing Management Board which met on 3 December 2020. Updates were provided in respect of ongoing work to reformat the Local Policing Programme on a thematic basis, and engagement work with US Law Enforcement agencies, with particular interest being shown in Police Scotland’s statutory responsibility for, and commitment to, safety and wellbeing. This generated discussion among members.  **Public Confidence Monthly Update**  ACC Hawkins presented a report highlighting current public confidence information, with overall confidence levels recorded at 60% through the Police Scotland survey, supported by confidence levels of 61% recorded in the third wave of SPA polling. This was noted by members, who recognised the critical importance of maintaining public confidence in policing, which is fundamental to police legitimacy.  **Operation Unicorn – Updated Risks**  ACC MacDonald presented a report highlighting some of the risks associated with Operation Unicorn identified during recent planning and exercising, particularly in light of the current COVID regulations. This generated discussion amongst members.  **Mobile Working – Academic Evaluation of Benefits**  ACC MacDonald presented a report outlining the positive evaluation findings by independent academic institutions in respect of the benefits of mobile working capability following roll out in Police Scotland. A communication plan had been prepared to highlight the findings, and the report will be presented to the SPA Resources Committee on 18 December. This was noted by members.  **Modernised Contact and Engagement**  ACC Hawkins and CDIO Hendry presented an overview on the short, medium and longer term priorities to modernise contact and engagement, confirming that a Programme Board had now been established to oversee and drive forward this work. This generated discussion among members who welcomed the ambition to modernise contact and engagement opportunities, recognising the criticality of this to work for policing and public confidence. Suggestions were made in respect of additional Programme Board attendees which were noted. | **Noted**  **Noted**  **Noted**  **Noted**  **Noted** |  |
| 9. | **9.1**  **9.2**  **9.3**  **9.4**  **9.5**  **9.6** | **DCC People and Professionalism**  **Management Board Update**  DCC Taylor presented a report from the People and Professionalism Management Board which met on 23 November 2020. This was noted by members.  **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 SPRM appeals and the recent intake of Probationers into the organisation. This was noted by members.  **Survey Steering Group for Wellbeing and Engagement Survey Update**  Kirsty Garrick presented a report highlighting the work undertaken to date to develop the Wellbeing and Engagement Survey, to be run by Durham Business School, which is due to launch in early 2021. This was noted by members.  **Equality, Diversity and Inclusion (Employment) Framework**  Nicky Page presented a report seeking approval for the Equality, Diversity and Inclusion (Employment) Framework which has been developed in conjunction with Diversity Staff Associations, and will underpin and support the Police Scotland People Strategy. Following discussion, members approved the Framework.  **DECISION: Equality, Diversity and Inclusion (Employment) Framework approved.**  **HMICS Leadership and Training Inspection Action Plan**  Director Helliker presented a report, seeking approval for the action plan designed to address the 17 recommendations from the HMICS Report, following their inspection of Police Scotland Leadership and Training. Members were advised that it had been recognised that significant work in respect of aspects of the recommendations had already been developed in the period between HMICS field work and the final report being published. Following discussion, members approved the Action Plan.  **DECISION: Action Plan approved.**    **Standard Entrance Test Paper for Recruits**  Heather Cunningham presented a report highlighting the current position in relation to the Police Scotland Standard Entrance Test (SET), and ongoing work to modernise and revise the SET to ensure it is fully inclusive. Approval was sought to continue to pilot a revised SET to provide an evidence base for future statutory change. Following discussion, members approved the continuation of pilot testing.  **DECISION: Recommendation to continue pilot testing approved.** | **Noted**  **Noted**  **Noted**  **Approved**  **Approved**  **Approved** |  |
| 10. | **10.1**  **10.2** | **DCC Crime and Operational Support**  **Management Board Update**  DCC Graham presented a report from the Crime and Operational Support Management Board which met on 26 November 2020. This was noted by members.  **Intelligence Review**  T/ACC Campbell presented a progress update report in respect of the ongoing Intelligence Review, which will continue to be reported on through the Crime and Operational Support Management Board, then to SLB on a monthly basis. This was noted by members. | **Noted**  **Noted** |  |

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| 11 | **11.1**  **11.2**  **11.3**  **11.4**  **11.5** | **DCO Corporate Services, Strategy and Change**  **Management Board Update**  DCO Page presented a report from the Corporate Management Board which met on 23 November 2020. This was noted by members.  **2021/22 Budget Update**  CFO Gray and Chris Brown presented a report which set out the first draft of the indicative budget and projected revenue gap for 2021/22, based on business area ‘zero based’ budget submissions and high level planning assumptions. This generated significant discussion amongst members regarding budget requirements for the forthcoming year. During discussion it was confirmed that no decision was being sought from SLB at this stage, and there would be ongoing discussions at senior level in forthcoming months to develop the budget. This was noted by members.  **Progress on Environmental Strategy**  Director McMahon and CFO Gray presented a report outlining progress to develop the Police Scotland Environmental Strategy. It was confirmed that the Strategy would be brought back to a future SLB for approval so no formal decision was requested at this stage, however, feedback was sought on the Strategy development and potential areas of focus within it. This generated discussion among members who provided initial feedback and noted the progress made.  **Annual Policing Plan Update**  Director McMahon presented a report updating on progress to develop the Annual Police Plan for 2021/22. It was confirmed that the draft plan will be presented to the January meeting of SLB, prior to statutory consultation with the SPA through their Policing Performance Committee. This was noted by members.  **Branding Options for Electric Vehicles Charging Infrastructure**  CFO Gray presented a report which outlined options in respect of branding on the EV Charging Infrastructure. Following discussion, Option 2 (minimum branding) was approved.  **DECISION: Option 2 approved.** | **Noted**  **Noted**  **Noted**  **Noted**  **Approved** |  |
| 12 | **12.1** | **Discussion Forum**  **Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing – Next Steps**  ACC Speirs presented a report to members to provide a summary of the key observations and recommendations identified within the Independent Review of Complaints Handling, Investigations and Misconduct Issues in relation to Policing, which had been published on 11 November 2020. This generated discussion among members. |  |  |
| 13. |  | **Papers Approved for Submission to SPA**  Item 8.3 Mobile Working – Academic Evaluation of Benefits |  |  |
| 14. |  | **AOCB** |  |  |
| 15. |  | **Review of Actions** |  |  |
|  |  | **Future Meetings**  Wednesday, 13 January 2020 at 0900 hours via video conferencing.  The Chair closed the meeting and thanked members for their input. |  |  |