# Strategic Leadership Board - Discussion Summary

Monday 9 May 2022

## Board Members in Attendance

Iain Livingstone, Chief Constable (Chair)

Fiona Taylor DCC Professionalism, Digital and Transformation

Malcolm Graham DCC Crime and Operational Support

Will Kerr DCC Local Policing

David Page Deputy Chief Officer

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Steve Johnson ACC Local Policing West

John Hawkins ACC Local Policing North

Tim Mairs ACC Local Policing East

Kenny MacDonald ACC Criminal Justice

Emma Bond ACC Partnerships, Prevention & Community Wellbeing

Gary Ritchie ACC Partnerships, Prevention & Community Wellbeing

Jude Helliker Director of People and Development

Tom McMahon Director of Strategy and Analysis

Andrew Hendry Chief Digital Information Officer

James Gray Chief Financial Officer

Duncan Campbell Head of Legal Services

Chris Starrs Head of Corporate Communications

## Others In Attendance

Phil Davison Chief Supt Divisional Commander

Sharon Milton Chief Supt Operational Support (representing ACC Williams)

Richard Thomas Chief Supt Governance and Assurance (representing ACC Speirs)

Alison Higgins Superintendent (presenting Items 4.2 and 7.5)

Gillian Docherty Superintendent (presenting Item 7.4)

Kirsty Louise Campbell (presenting Item 8.2 and 8.8)

Susan Beaton Head of People, Health and Wellbeing (presenting Item 9.3)

Kirsty Garrick Head of People Engagement Partnering *(*presenting Items 9.4 and 9.7)

Peter Blair Head of Strategic Workforce Planning (presenting Item 9.10)

Stewart Taylor Fleet Manager (presenting Item 9.11)

Paul Thornton Executive Account Manager Corporate Communications

Andy Bell Supt Strategic Engagement and Governance

David Sharp Supt Head of Executive Support

Claire Hailstones Secretariat Committee Services

## Apologies

Mark Williams ACC Operational Support

Alan Speirs ACC Professionalism & Assurance

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## Chair’s Opening Remarks

### 1.1 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 and representatives duly noted. The meeting was quorate.

## 2 Minutes and Action Log

### 2.1 Review of Action Log

The action log was reviewed and it was confirmed that two actions from the April SLB meeting had been discharged and could be closed.

Decision/Action: Noted

### 2.2 Decisions Since Last Meeting

The decision log was reviewed and it was confirmed that there had been SLB level decisions taken at the Operational Review Meeting on Monday 2 May relating to Operation Talla and Police Scotland COVID mitigation measures.

Decision/Action: Noted

### 2.3 Summary of Discussion

The summary of discussion was approved as a true and accurate reflection of the meeting held on 13 April.

Decision/Action: Approved

## 3. Matters Arising

### 3.1 On Call Update

Operational matters had been discussed at the Operational Review Meeting held earlier in the day.

Decision/Action: Noted

## 4. Operation TALLA

### 4.1 Operation Talla & Strategic Oversight Board Update

DCC Graham provided a verbal update in respect of Operation Talla, including an update on the current COVID situation in Scotland, the revisions to guidance for officers and staff as agreed at ORM on Monday 2 May, and ongoing engagement with local and national stakeholders. It was confirmed that a longer term approach to agile working would begin to be rolled out from the start of June. Members were advised that despite the stand down of Operation Talla, DCC Graham and ACC Speirs would retain strategic oversight in respect of COVID implications, and continue to provide standing updates to the Strategic Leadership Board.

Decision/Action: Noted

### 4.2 Impact and Consequences of COVID

Superintendent Higgins presented a closure report in respect of the impact and consequences of COVID, including financial impact, service delivery, people, workplace and wellbeing, ICT and organisational change, organisational learning and improvements. There was discussion around the next steps for agile working, and the transition to a longer term approach beyond the specific response to COVID which maximised the benefits of agile working, while recognising the value of in person contact. Following discussion, it was agreed that Agile Working would be considered as a standing agenda item at future Strategic Leadership Board meetings.

Decision/Action: Noted

## 5. Force Primary Boards

### 5.1 Operational Delivery Board

DCC Kerr presented a report from the Operational Delivery Board which met on 2 May 2022, highlighting significant areas of discussion including the potential impact (internal and external) of developing cost of living pressures. This generated initial discussion around risks, mitigations, and the importance of partnership working. Following discussion, the Chair requested that a more detailed report be developed for the Strategic Leadership Board in June, following initial consideration by the Operational Delivery Board.

Decision/Action: Noted

### 5.2 Corporate Finance and People Board

DCO Page presented a report from the Corporate Finance and People Board which met on 3 May 2022, highlighting significant areas of discussion, including an update on 2021-22 year end accounting activity, contract and estates updates, and year end management information updates. This was noted by members.

### 5.3 Change Board

DCO Page presented a report from the Change Board which met on 3 May 2022, highlighting significant areas of discussion including portfolio overview, risk and benefits overview, design update and various business cases. This was noted by members.

Decision/Action: Noted

### 5.4 Serious and Organised Crime Board

### ACC Freeburn presented a report from the Serious and Organised Crime Board which met on 29 April 2022, highlighting significant areas of discussion including threat updates, SOC Strategy, and the work of the Serious and Organised Crime Task Force. This was noted by members.

Decision/Action: Noted

### 5.5 CONTEST Board

DCC Graham presented a report from the CONTEST Board which met on 4 May 2022, highlighting significant areas of discussion including the overall threat assessment, regional updates, learning from the Manchester Arena Public Inquiry, and mental health considerations in respect of counter terrorism. This was noted by members.

## Portfolio Areas

## 6. DCC Crime and Operational Support

### 6.1 Management Board Update

DCC Graham presented a report from the Crime and Operational Support Management Board which met on 27 April 2022, highlighting significant areas of portfolio business. This was noted by members.

### 6.2 Operation Unity

CS Milton presented a report which provided an update on mutual aid requests for the 2022 Commonwealth Games, and outlined arrangements for the Queens Baton Relay event, as well as Police Scotland’s involvement in the development and delivery of testing and exercising for the games. This was noted by members.

### 6.3 Resourcing Update – Maintaining and Prioritising Critical Services

CS Milton presented a report which provide an update on work to address annual leave and rest day balances across the organisation. In addition, the report outlined a number of additional factors including COVID-19, COP26 and pension reform, which continue to have an impact on resource levels, and ongoing mitigation work designed to maintain and support the delivery of critical policing services. The report recommended the standing up an additional decision making forum, as a sub-group of the Operational Delivery Board, to enable the response to, and co-ordination and prioritisation of, critical operational demands.

**DECISION: Establishment of sub group of ODB approved, with an update on progress to be brought to the next meeting.**

## 7. DCC Professional, Digital and Transformation

### 7.1 Management Board Update

DCC Taylor presented a report from the Professionalism, Digital and Transformation Management Board which met on 25 April 2022, highlighting significant areas of portfolio business. This was noted by members.

### 7.2 Equality, Diversity & Inclusion Update

DCC Taylor presented a report providing an overview of the Equality, Diversity and Inclusion work being carried out by Police Scotland, including ongoing engagement with a number of external stakeholders. This was noted by members, and the Chair reiterated the shared leadership commitment across Police Scotland in respect of Equality, Diversity and Inclusion.

### 7.3 Bi-Annual Equality, Diversity and Inclusion Report

Director Helliker presented a bi-annual report providing a high-level overview of equality, diversity and inclusion performance, including progress against Employment Equality Outcomes for Policing 2021. Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 7.4 Operation Tarn Update

Superintendent Docherty presented a report providing an update on the work being undertaken in respect of Operation Tarn, supporting the ongoing Public Inquiry. It was confirmed that the first Oral Hearings of the Public Inquiry would commence on Tuesday 10 May. This was noted by members.

### 7.5 National Firearms Surrender Campaign

Superintendent Higgins presented a report seeking approval for Police Scotland to participate in the forthcoming National Firearms Surrender Campaign, which is scheduled to take place across Scotland, England and Wales between 12 and 29 May. Following discussion, this was approved.

DECISION: Police Scotland’s participation in the national firearms surrender campaign was approved.

### 7.6 Professionalism, Digital and Transformation Delivery Plan 2022-25

Director McMahon presented the PDT Delivery Plan for 2022-25, which, along with the other three portfolio delivery plans, is an internal document which supports the overarching Annual Police Plan. Following discussion, the content of the Delivery Plan was approved.

DECISION: PDT Delivery Plan approved.

## 8. DCC Local Policing

### 8.1 Management Board Update

DCC Kerr presented a report from the Local Policing Management Board which met on 4 May 2022, highlighting significant areas of discussion relating to portfolio business. Members discussed policing demand, including the ongoing challenges associated with non- crime demand such as mental health and vulnerability demand, and the impact on crime detection rates. It was confirmed that these areas are being actively considered by the Operational Delivery Board, with updates to be brought to Strategic Leadership Board in due course. This was noted by members.

### 8.2 Drivers of Public Trust and Confidence

CS Stephen presented a report highlighting current levels of public confidence in respect of policing, which is drawn from information from a variety of sources including the ‘Your Police Survey’ and Police Scotland’s ‘User Experience Survey’. The report also detailed activities being undertaken across a number of business areas to support public confidence. This was noted by members.

### 8.3 Volunteering Strategy

This item was removed from the agenda ahead of the meeting and will be presented at a later date.

### 8.4 Criminal Justice Services Division

ACC MacDonald presented a report outlining the Five Year Vision and Direction for Criminal Justice Services Division. This includes five key priorities of Championing Safety and Wellbeing; Embracing a Public Health Approach to Policing; Enabling our People; Working Collaboratively; Delivering Digitally Enabled Policing for Criminal Justice. Members were supportive of the vision and direction and following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

## 9. DCO Corporate Services, People and Strategy

### 9.1 Management Board Update

DCO Page presented a report from the Corporate Management and People Board which met on 25 April 2022, highlighting significant areas of portfolio business. This was noted by members.

Decision/Action: Noted

### 9.2 People and Development Update

Director Helliker presented a report detailing key work within the People and Development business area, including an overview of the year end management information. This was noted by members.

### 9.3 Year End Wellbeing Report 2021-22

### Susan Beaton presented a report which provided an overview of health and wellbeing activity across Police Scotland during 2021-22. Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 9.4 Bi-Annual Your Voice Matters Update

Kirsty Garrick presented a report which provided an update on progress made against the Organisational Implementation Plan in respect of the Your Voice Matters Survey. Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 9.5 People Strategy Evaluation

Director Helliker presented a report outlining the findings from evaluation of the People Strategy, which had been carried out by People and Development in conjunction with the SPA Workforce Governance team. Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 9.6 HMICS Phase 2 Action Plan

Director Helliker presented a report highlighting the work carried out to implement the recommendations arising from the HMICS Thematic Inspection of Police Scotland Training and Development (Phase 2). Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 9.7 Duty Modifications

Kirsty Garrick presented a report seeking approval for a number of recommendations made by the Duty Modifications Taskforce, designed to enhance and improve process in respect of officers and staff who require duty modifications. The recommendations relate to the provision of information and guidance, recording mechanisms, training and governance. Following consideration, the recommendations within the report were approved.

DECISION: Duty modifications recommendations approved.

### 9.8 Succession Planning Report

Director Helliker presented a report which provided an overview of senior officer succession planning, including detail in respect of the latest Senior Police National Assessment Centre. Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 9.9 Joint Strategy Review

Director McMahon presented a report which provided a progress report in respect of the review of the Strategic Police Plan which is currently being undertaken by Police Scotland and the Scottish Police Authority. This was noted by members.

### 9.10 Bi-Annual Strategic Workforce Planning Update

Peter Blair presented a report which gave an update on progress being made in respect of the Strategic Workforce Plan. Following discussion, the report was approved for transmission to the Scottish Police Authority.

DECISION: Report approved for transmission to the Scottish Police Authority.

### 9.11 Fleet Modernisation

James Gray and Stewart Taylor presented a report which outlined the current status of the Police Scotland vehicle fleet, including an update on ULEV vehicles and supporting infrastructure. This was noted by members, and it was confirmed that the report would be considered by the Resources Committee of the Scottish Police Authority.

ACTION: Communications plan regarding the roll out of ULEV is to be developed and submitted to the Chief Constable for consideration.

## 10. Papers Approved for Submission to SPA

## 11. AOCB

N/A

## 12. Review of Actions

## Future Meeting

The next meeting will take place Wednesday 8 June 2022.

The Chair closed the meeting and thanked members for their input.