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**MINUTES OF THE SENIOR LEADERSHIP BOARD**

DATE: 18.05.2016  
LOCATION: Conference Room 1, Tulliallan  
CHAIR: Philip Gormley, Chief Constable

**MEMBERS PRESENT**

Philip Gormley, Chief Constable  
Iain Livingstone, Deputy Chief Constable (Designate)  
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)  
Ruaraidh Nicolson, Deputy Chief Constable (Crime Ops)  
Bernard Higgins, Assistant Chief Constable (Operational Support)  
Kate Thomson Assistant Chief Constable (Local Policing East)  
Malcolm Graham, Assistant Chief Constable (Major Crime and Public Protection)  
Mark Williams, Assistant Chief Constable (Local Policing West)  
Val Thomson, Assistant Chief Constable (Contact Command and Control)  
Wayne Mawson, Assistant Chief Constable  
John Hawkins, Assistant Chief Constable  
John Gillies, Director of People and Development  
Martin Leven, Director IT

**IN ATTENDANCE**

Paul Main, Chief Superintendent, Chief of Staff  
Craig Naylor, Chief Superintendent, Organisational Development  
Ivor Marshall, Chief Superintendent, J Division  
Lesley Boal, Detective Chief Superintendent, Public Protection  
Angela Terry, People and Development  
Fiona Wilson, Corporate Communications  
Lyn Ross, Chief Constable's Staff Officer (Minute Taker)

Derek Penman HMICS (Agenda Item 3.1)  
Gillian Woolman, Audit Scotland (Agenda Item 3.2)

**Apologies**

Andy Cowie, Assistant Chief Constable (Local Policing North)

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**1. CHAIRMAN'S OPENING REMARKS**

The Chief Constable welcomed everyone to the Senior Leadership Board including Derek Penman, HMICS, and Gillian Woolman, Audit Scotland. As this was ACC Val Thomson's last SLB before her retirement the Chief Constable thanked her for her tireless efforts during her service. He also congratulated ACCs Williams and Hawkins on their recent promotions.

The Chief Constable explained that he would deal with the minutes and action log after the presentations from Derek Penman and Gillian Wollman.

**2 HMICS Scrutiny Plan**

Mr Penman provided an overview of their evolving scrutiny approach and new structures based on the presentation circulated to members in advance of the meeting.

A discussion then followed about the way the relationship between HMICS and Police Scotland has evolved and improved, including greater engagement during the course of inspections. This allows immediate action to be taken if required and a greater understanding about how findings and recommendations have been developed. This has helped to develop relationships while respecting the role of each organisation.

Suggestions were proposed around this evolving methodology becoming a Self-assessment approach in place of an inspectorate function. The opportunity to develop locally focussed inspection that could provide learning opportunities at a national level was also discussed.

A question was posed around the challenge of keeping up to date with professional practice perhaps through NPCC standards and College of Policing approaches whilst bearing in mind the possibility of diverging from policing practices developing in England and Wales.

**3 2015/16 Annual Audit Plan**

Ms Woolman initially gave her thanks the support she had received from the office of the Director of Finance and then provided an overview of the Annual Audit based on the presentation circulated to members in advance of the meeting. She outlined that this was a draft report with the final report being provided in October.

DCC Livingstone identified that the primary role for finance rests with the SPA therefore the relationship between Police Scotland and SPA is critical. Support and guidance will be required to improve the financial planning arrangements which need to be business led and will be the collective responsibility of the Executive team.

Ms Woolman suggested opportunities to learn from the amalgamation of the 43 former Health Boards.

The Chief Constable thanked Derek Penman and Gillian Woolman for attending the meeting.

#### **4. MINUTES AND ACTION LOG**

##### **4.1 Minutes of Previous Meeting**

Minutes of the previous meeting were approved by members present.

##### **4.2 Action Log**

T/Chief Inspector Ross provided an overview of current actions with members providing additional updates where appropriate.

#### **5.0 Delivering Front Counter Services to Local Communities**

DCC Fitzpatrick and ACC Kate Thomson provided an overview of the previously circulated paper outlining the outcome of the assessment of front counter services and seek and approval for the progression of guiding principles for Local Policing Commanders for the delivery of Front Counter Services.

DCC Fitzpatrick identified that the suggested approach was not a considerable re-ordering of Front Counter provision however would make best use of available resources and set clear expectations and standards for the public.

ACC Kate Thomson identified the challenges faced due to previous parameters which generated difficult conversations with scrutiny boards. She outlined the importance of Divisional Commanders having the authority to identify requirements and be able to work with partners, applying the same approach taken when considering the closing of police offices.

DCC Fitzpatrick recognised the need to consider the wider impact where proposals may have a bearing on the Police Scotland estate or staff.

The Chief Constable suggested the paper should include reference to 'value for money'. He further identified that reference to the impact on C3 should be given a higher profile. A communication handling plan would also be required both internally and externally with a focus on engagement with Local Scrutiny Boards.

The paper was approved notwithstanding the required amendments outlined.

#### **6 Selection Process for Senior Officers 2016/17**

John Gillies and Angela Terry provided an overview of the paper tabled to

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gain agreement on the proposed approach for selection processes to Chief Superintendent, Superintendent, and Chief Inspector during 2016/17.

Particular changes were identified for discussion: the introduction of a 'Situational Judgment Test'; and the composition of the panel.

The Chief Constable identified that the balance of diversity within the organisation was not mentioned in the paper and that if this process fails the make-up of the organisation would be set in concrete for years to come. The Chief Inspector process would be critical.

He stated that he was not averse to the introduction of a Situational Judgment Test, and could see the benefits of having it early in the process to avoid unnecessary drafting of applications, but would like the Senior Leadership Board to review this.

The Chief Constable also outlined the benefit of the senior officer signing off the application being part of panel. This would encourage an objective assessment and ensure credible evidence of being suitable for promotion.

This approach was agreed by members who further outlined the need for managers to engage in difficult conversations when staff are clearly not ready for promotion and also provide feedback to line managers when they are clearly wide of the mark when an Officer is unsuccessful.

ACC Higgins further outlined the criticality of the Situational Judgment Test. What is introduced needs to be reflective of the kind of leaders we are hoping to promote.

ACC Hawkins supported the approach however outlined the importance of strong briefing in advance of its introduction. He also suggested there was a need to find a way to prevent the industry that has developed around evidence gathering.

A discussion then took place around external recruitment with consideration given to introducing at Chief Superintendent rank albeit understanding that opening this out to further ranks may help to change the diversity balance.

ACC Graham identified the importance of lateral development given the diminishing opportunities for promotion and suggested the talent management pilot group could be mistaken as leading to promotion rather than development. There is a need to recognise the contribution made by staff without this necessarily leading to promotion. There is also a need to understand what the make-up of the force needs to be in relation to warranted and non-warranted staff.

ACC Kate Thomson outlined the need to dispel myths that officers can only be promoted if they've undertaken roles such as Area Commander or

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Detective Inspector to get promoted. Line managers need to get better at supporting and encouraging the right candidates.

ACC Mawson identified that the review of rank ratios for Sergeants and Inspectors may reduce promotion opportunities at the lower end of supervisory ranks and will require sensitive messaging. Consideration of diversity issues around the new approach will be critical and the E&HRIA could flush this out. Candidates must be required to undertake the Situational Judgment Test at same time.

The Chief Constable outlined the importance of communication and the need to link back to staff survey: 'You said, We did'. Engagement with ASPS, Federation and diversity staff associations will be important in order that they have the opportunity to influence the outcome.

**ACTION: Angela Terry to present Situational Judgment Test / In Tray exercise to SLB members.**

**ACTION: Robust communications to be developed around the new process.**

**ACTION: Ensure impact on diversity is fully considered.**

Further discussion took place around the Chair of each Selection Panel with the decision taken that DCCs chair Superintendent's panels and ACCs chair Chief Inspector's panels. Directors could also be involved in these panels.

The need to identify specialisms during the Chief Superintendent / Superintendent processes was also identified.

### **7.0 Armed Policing**

ACC Higgins presented the redrafted paper as requested at the SLB in May. He explained the ongoing discussions with Scottish Government officials and Ministers in relation to timing of the announcement. Local communication would be similar to previous occasion with Divisional Commanders briefing at a local level. The SPA indicated that they are content with this approach.

The Chief Constable indicated his approval of the paper.

ACC Higgins stated that a staffing plan has been agreed between business areas.

DCC Livingstone explained his intention for the Quarterly Strategic meeting he chairs to provide that oversight, giving consideration to both organisational and performance information to understand the health of organisation and deliver the required strategic decisions.

## **8.0 Child Protection**

ACC Graham introduced the report which provided an interim update on the Child Protection landscape across Scotland. He outlined the recent uplift in staffing in England and Wales and the challenges presented in identifying resources to manage identified risk. He further explained the lack of available data however work would be ongoing over the summer months to develop a demand analysis.

Detective Chief Superintendent Lesley Boal then provided a briefing based on the content of the paper.

## **9.0 Tackling Online Child Sexual Abuse**

ACC Graham introduced the report which provided information on the intended strategic direction of Police Scotland in response to the national threat posed by those persons in Scotland who abuse, or seek to abuse, children online.

He went on to explain that Scotland has stood still where others have made advances in this area however a planned national Police Scotland Operation with the strategic aim to tackle all forms of online child sexual abuse is underway. He explained that a detailed plan was being developed will not involve the abstraction of front line resources.

The Chief Constable commented on the potential impact of this work on the Criminal Justice system and partners. He further identified the significant media interest that would be generated and the need to get the media profile right.

ACC Graham and DCS Boal explained some of the ongoing media work and positive media coverage.

The Chief Constable indicated his support for the ongoing work.

## **10. Financial Planning**

DCC Livingstone outlined the ongoing work with SPA to present a balanced budget. He explained some of the resourcing challenges and that additional resource for Police Scotland Finance team was being considered by SPA. A briefing would be provided to the Chief Constable following the forthcoming Finance and Investment Board.

**ACTION: Arrange meeting to discuss financial position and communications.**

**11. i6**

DCC Livingstone and Martin Leven outlined the discussion at the i6 Summit on Monday 16<sup>th</sup> May.

DCC Livingstone has become the interim SRO for i6 Programme. Another meeting of the Board will be required to draw i6 programme to an end. A review will then be required of future IT needs led by the Director of IT.

The Chief Constable provided an update on the recruitment process for a Director of Transformation / DCC.

Martin Leven explained that the focus in the short term needs to be on the core ICT components of Custody, IVPD, Cyber and Finance.

**12. C3**

ACC Val Thomson spoke to her previously circulated paper identifying that an experienced Programme Manager was now in place with an opportunity to use that experience to support to other projects.

ACC Thomson outlined the significant work underway to get IT connections in place for the switch on of Storm Unity. A briefing will be prepared for the ORM on 6<sup>th</sup> June to seek agreement to go live.

**13. Strategy Project Sponsorship Group**

The Chief Constable set out role / remit and membership of the Group and explained the ambitious timelines to deliver the Strategy by September. He explained that this is a very positive piece of work but it needs to be operationalised. It focuses on two areas: Strategic Planning and Performance. The work will coordinate and plan for operational activity and lay down plans for longer term activity, taking cognisance of the 'Futures' work on staffing and structures as well as the outputs of the staff survey. The group are currently seeking agreement for funding for consultants to take this forward this work.

A discussion then followed about the importance of communication, consultation and engagement and learning the lessons from the last three years.

**ACTION: Standing item on agenda for SLB**

ACC Kate Thomson identified that this work would need to ensure delivery of a balanced workforce going forward however the make-up of the Steering and Working groups do not demonstrate that balance. The Chief Constable agreed that this was a sensible challenge and undertook to take this back to the Steering Group.

**ACTION: Provide feedback to Strategy Project Sponsorship Group in respect of gender balance / diversity.**

**14. AOB**

ACC Higgins requested members attend the forthcoming meeting of SCOPSA.

He also raised awareness of the information seminar for PNAC involving seven officers and suggested there was an opportunity to improve support for the preparation of these officers. John Gillies agreed to discuss the matter with DCC Livingstone.

**15. Date of Next Meeting**

The next meeting will take place on Thursday 23rd June 2016.