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**MINUTES OF THE SENIOR LEADERSHIP BOARD**

DATE: 19.04.2016  
LOCATION: Chief Constable's Conference Room, Stirling  
CHAIR: Philip Gormley, Chief Constable

**MEMBERS PRESENT**

Philip Gormley, Chief Constable  
Neil Richardson, Deputy Chief Constable (Designate)  
Iain Livingstone, Deputy Chief Constable (Crime Ops)  
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)  
Andy Cowie, Assistant Chief Constable (Local Policing North)  
Bernard Higgins, Assistant Chief Constable (Operational Support)  
Kate Thomson Assistant Chief Constable (Local Policing North)  
Malcolm Graham, Assistant Chief Constable (Major Crime and Public Protection)  
Mark Williams, T/Assistant Chief Constable (Local Policing West)  
Ruaraidh Nicolson, Assistant Chief Constable (OCCT)  
Val Thomson, Assistant Chief Constable (Contact Command and Control)  
Wayne Mawson, Assistant Chief Constable  
John Gillies, Director of People and Development

**IN ATTENDANCE**

Craig Naylor, Chief Superintendent, Corporate Services Division  
Paul Anderson, Chief Superintendent, Tayside Division  
John Hawkins, Chief Superintendent, Forth Valley Division  
Angela Terry, People and Development  
Andrew Walker, Corporate Communications  
Lyn Ross, Chief Constable's Staff Officer (Minute Taker)

**1. CHAIRMAN'S OPENING REMARKS**

The Chief Constable welcomed everyone to the Senior Leadership Board. Apologies for absence were received from Janet Murray, Martin Leven and Fiona Wilson.

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## **2. MINUTES AND ACTION LOG**

### **2.1 Minutes of Previous Meeting**

Minutes of the previous meeting were approved by members present.

### **2.2 Action Log**

The Chief Constable provided an overview of current actions with members providing additional updates where appropriate.

### **3.1 Organisational Development – Leadership and Development**

John Gillies introduced Angela Terry to provide an overview of the ongoing activity and next steps following the Staff Survey. Angela explained that hour long events would take place across the country to articulate what has been done based on what staff reported through the Survey.

It is the intention of the team to return to the original locations of the Next Step workshops and engage with staff, supported locally by Divisional Commanders or appropriate senior officers, with a view to developing improvement plans. This work will be supported by a communication plan.

These workshops will lead up to the next phase of the survey in October.

On the matter of local briefings, John Gillies stated that it will be important for Leaders / Divisional Commanders to be sighted on information at the earliest point. A discussion followed about the best approach for this with suggestions made to brief geographically or to use existing meetings such as the Force Performance Board followed by Divisional Commanders meeting.

The need to link and be explicit about the relationship between performance and engagement was raised by ACC Graham. This led into a wider discussion about the importance of external engagement and the appropriate method for this. At the local level this was identified as being led by Local Policing ACCs, engaging with staff associations who could share messages with their members. The need for effective national engagement was also identified.

**ACTION: ACCs to consider how best to bring Scrutiny Boards into ongoing work around Leadership.**

Angela Terry then introduced the concept of Performance Development Conversations (PDC) as a different style of PDR integrating with a values based approach. PDC to be piloted in areas such as People and Development (HR) and Local Policing (5C) with a gradual role out. It was also requested that the SLB members set the scene for the introduction of the PDC.

A question was raised about the authority required to change the PDR process however this is considered as core operational business and therefore within the gift of Police Scotland to change as part of the mandate to act following the Staff Survey.

**ACTION - By the end of May 2016, all Force Executive to complete Performance Development Conversations (PDC) with direct reports.**

The Chief constable then raised the matter of 360° reviews. Angela Terry advised that she had a team, led by Janette McCrae, ready to support. This would be linked to work being taken forward through ACDP / PNAC. The Chief Constable highlighted that it would be up to the individual to act on the appraisal.

A short discussion followed about the importance of the approach in supporting values based performance and culture given the journey of the organisation.

**ACTION: Ms Angela Terry to work with Force Executive to carry out 360° reviews with support provided by Ms Janette McCrae.**

Angela Terry then introduced the Senior Leadership Forum which will bring 200 of the most senior people in the organisation together 3 times per year along with staff associations to discuss themes such as Performance / Culture / Media.

It was highlighted that the way the fora are run will be important as they will need to engage staff and enable them to contribute. The subject matter needs to be right with an end product / outcome.

Angela advised that these fora are to be replicated at a middle management level and cascaded. By end June a DVD will be created to provide a narrative i.e. this is what you should expect from management team. The 'Pulse' survey will be conducted in October and will gauge whether the activity underway is taking the Service in the right direction and where greater focus is required.

A conversation then ensued about managing expectations and the need for honest conversations with staff with integrity and fairness at the centre of this. Staff should be encouraged to be the best they can be in the role they are in. The Chief Constable identified that evidencing values through Leadership will be even more important during challenging financial environment and will help to identify future leaders.

In response to a question from ACC Kate Thomson about what good looks like, Angela Terry suggested that staff will feel proud to be part of changing the organisation and feel involved in that change. Positive stories in media and how it feels to be part of the organisation will also be measures of success. What other people say about the organisation will

also be important, such as Stonewall and other national and regional awards. Employers of choice want 3<sup>rd</sup> part advocacy.

Angela Terry identified that the Senior Leadership Board Members being engaged and visible through visits or online blogs would be important going forward with opportunities to have 'big' conversations on 2-3 key topics during the year.

#### **4.1 Superintending Review**

DCC Fitzpatrick introduced the paper on the Superintending Review led by Chief Superintendent Paul Anderson. The links with the Leadership and Development work were recognised.

A significant amount of consultation, both internal and external, was conducted in developing the recommendations for this review as outlined in the paper. The messages coming out are consistent with the staff survey. Feedback suggests that superintending ranks believe they have a great deal to contribute but feel undervalued and find unnecessary demands inhibiting.

Recommendations in the report are focussed on delivering the objectives outlined in the report, including providing the best possible outcomes for the public, by ensuring that:

- Superintending ranks are sufficiently skilled, equipped and supported to fulfil the commitments of their role;
- Superintending ranks feel increasingly empowered, motivated and valued;
- Responsibilities are evenly distributed;
- Barriers to accessing Superintending ranks (both perceived and actual) are removed; and
- An increasingly efficient and healthy working environment is created which promotes improved work-life balance.

DCC Fitzpatrick outlined that the financial constraints are well understood and the addition of extra Superintendents will not necessarily deliver positive change. The operating structure and parameters for numbers needs to be scoped.

DCC Fitzpatrick outlined the 4 strategic recommendations at 3.7 in the paper presented, namely recommendations 1, 9, 12 and 21, which require specific leadership from the Force Executive. Other recommendations have been agreed and an Executive Lead identified. Implementation will be critical as there will be some scepticism that the recommendations can be delivered.

25 actions still need to be implemented. Planned activity is supported by a communications strategy. The paper presented has been issued to ASPS. The Steering group will remain for 12 months to deliver on recommendations.

Success will be quality over quantity. A 12 month review will be conducted including reviewing the ASPS and staff survey and Health and Wellbeing data.

DCC Fitzpatrick recognised that the Superintending review does not sit in isolation from the Leadership work however if the challenges identified are not tackled it will be difficult to ask Superintending ranks to support culture change.

SPA are fully supportive of whole review and would like to do review in 12 months to test changes. ASPS have reported that they may not conduct a future survey if this approach was to continue.

A conversation followed about the total number of Superintending ranks and the need for some flexibility around this. A tolerance level of 5 posts (4%) for handover/retiral/unexpected circumstances could be appropriate.

DCC Livingstone identified that the assessment of current numbers was completed in 2013 and there is now evidence of what the organisation requires having tested the model. Operational reality will drive adjustment balanced with need and feedback from ASPS.

**ACTION: DCC Fitzpatrick to draw together and lead on activity being developed through Inspiring Leadership and Superintending Role Review. Prepare implementation plan and timeline for delivery.**

ACC Higgins raised the issue of resilience around Firearms and Public Order Command and a perceived reluctance to undertake these roles. He identified the agreement to undertake these roles if successful in reaching Superintending ranks e.g. MAST Commanders Course. It was identified that a number of officers had recently cancelled courses due to operational business needs.

ACC Higgins identified the organisational resilience, culture and responsibility that goes with rank. He also identified the risk with the same officers undertaking these roles and others not skilled or lose skills.

A discussion followed around being clear about expectations when applying for role, understanding the issue and providing appropriate training or shadowing opportunities. Also around understanding current need and identifying individuals who need to up-skill. This could be part of a PDC. There is a requirement to be operationally competent.

**ACTION – ACC Higgins to circulate list of Superintendents who require firearms/public order command courses.**

## **4.2 Armed Policing**

DCC Livingstone introduced the paper which was presented by ACC Higgins.

ACC Higgins outlined the rationale for the number of armed officers approved in 2013 and described the changing landscape and increased threat levels as a result of recent terrorist incidents, the changing tactics of serious and organised crime groups and protection of the national infrastructure.

He went on to explain that a recent review has demonstrated a vulnerability in the armed policing response and the assessed need for an operational and training uplift requirement of 124 posts.

Through conversations with Scottish Government and the Scottish Police Authority there was support for this approach however the communication of such an increase will require clear communication which Scottish Government have agreed to assist with.

The Chief Constable approved the request to uplift the number of armed officers outlining that this is an operational decision albeit requires the appropriate governance and audit trail in relation to risk, response and resources required. The operational need for the increase is apparent as a result of changing risk and threat therefore the increase cost will be absorbed by the organisation if there is no additional funding provided by Scottish Government.

**DECISION: Approval for the uplift in armed officers.**

**ACTION: ACC Higgins to provide further paper setting out risk, response and resources required.**

Members then discussed the options for increasing AFOs and possible funding, recruitment and deployment options. The need for local engagement was also discussed with a view to explaining the rationale rather than consultation.

**ACTION: ACC Higgins to develop handling plan for uplift in armed police numbers.**

**ACTION: ACC Higgins to establish Short Life Working Group to consider and identify the additional resources required.**

A further discussion followed in respect of the need to brief Members of the Scottish Parliament, including new members, on the wider aspects of policing in Scotland, as well as the need for briefing on AFOs. Briefing opposition members was also identified as being important. An option was also identified by ACC Val Thomson to bring MSPs to an Area Control Room.

**ACTION: Executive support to co-ordinate briefing session for all (new) MSPs to provide briefing on Police Scotland. As part of this provide opportunity to visit ACR.**

**5.1 Financial Planning: Grip & Governance**

DCC Livingstone outlined the paper presented and explained that he was now chairing the fortnightly Finance and Investment. The weekly Savings and Delivery group is being led by Chief Superintendent Craig Naylor.

The Chief Constable commented that pace is required for the savings plan which was noted by all members.

**5.2 C3IR Programme**

ACC Val Thomson spoke to the briefing paper advising that Mr Derek Kilday has been identified as the new Programme Manager for C3IR and will commence the role on 1 May 2016.

HMICS Recommendations continue to be progressed through the Divisional 'Shaping our Future' Board which meets on a fortnightly basis. Of the 30 recommendations 15 relate to business as usual, 13 to the C3IR project and 2 relate to Police Scotland in general. Regular liaison with HMICS continues with 6 of the recommendations now complete and awaiting final sign off. A further 6 are in the final stages of completion with the remainder all ongoing.

ACC Val Thomson explained that a full business benefits analysis is being undertaken in relation to the NDEU before further work is undertaken in relation to it. In addition, it has been identified that the delay with i6 will impact on the creation of the national PAD. A number of short term alternatives are being considered to ensure that service delivery is not affected whilst the national crime management ICT solution is sought.

ACC Val Thomson outlined that a new timeline for the roll out of Storm Unity has been developed with go live for Dundee now scheduled for beginning of June 2016.

**ACTION: DCC Fitzpatrick and ACC Val Thomson to arrange a meeting with Chief Constable to discuss switching on Storm Unity.**

**6 AOB**

No items were raised for discussion under AOB.

**7 Date of Next Meeting**

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The next meeting will take place on Wednesday 18<sup>th</sup> May 2016 at 1300 hours in the Chief Constable's Conference Room, Stirling.

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