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MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 20th July 2016
LOCATION: Graham Room, 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 and Operational Support)
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 Gillies, Director of People and Development
Martin Leven, Director ICT
James Gray, Interim Chief Financial Officer
Fiona Wilson, Corporate Communications

IN ATTENDANCE

Paul Main, Chief Superintendent, Chief of Staff
Craig Naylor, Chief Superintendent, Organisational Development
Roddy Newbigging, Chief Superintendent, Contact Command and Control
Alan Douglas, Superintendent, Corporate Services Division
Jim Downie, Divisional Commander, Renfrewshire and Inverclyde
Angela Terry, Head of Leadership & Professional Development
Lyn Ross, Chief Constable's Staff Officer (Minute Taker)

APOLOGIES

Steve Johnson, Assistant Chief Constable, (OCCT and Safer Communities)
Andy Cowie, Assistant Chief Constable (Local Policing North)
John Hawkins, Assistant Chief Constable (C5)

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1. CHAIRMAN'S OPENING REMARKS

The Chief Constable welcomed attendees to the Senior Leadership Board.

2 MINUTES & ACTION LOG

2.1 Minutes of Previous Meeting

Minutes of the previous meeting were approved by members present.

2.2 Action / Decision Log

All actions were approved.

3 FOR DECISION / APPROVAL / DISCUSSION

3.1 Senior Officer Selection Process

The previously circulated paper was presented by John Gillies and Aileen Reid who sought agreement on the revised format for selection processes to the ranks of Chief Superintendent, Superintendent, and Chief Inspector.

A broad discussion followed in relation to ensuring appropriate consultation with staff associations, candidate feedback at each stage and how this should lead to future staff development. Identified within this was the need to include a robust Quality Assurance approach to ensure the process is delivered effectively, albeit not with ability to overturn decisions, including the QA of personal development plans.

ACTION: Bring forward feedback from the QA process to November SLB.

The importance of communication, both around the introduction of the process and about leadership and development more widely, was further discussed, including the need to ensure this reflects that development is not just about promotion and that specialisms need to be included.

It was agreed that first line managers will be involved in the assessment panel.

3.2 Estates Strategy

Superintendent Alan Douglas spoke to the previously circulated paper and identified progress highlighting two key projects at Peterhead and Edinburgh which are soon to be reported to the Scottish Police Authority. He also outlined the Surplus Property Disposal Strategy which is also to be presented to the Authority.

The improved relationship with Divisions was highlighted and all recommendations outlined in the paper noted and approved.

3.3 Whistleblowing

Chief Superintendent Paul Main spoke to the previously circulated paper outlining the background to the work and on the review undertaken to identify and examine best practice across internal and external sectors which enable staff to raise issues of concern and seek approval to further embed such methods within Police Scotland.

He outlined the current understanding that whistleblowing is managed through processes already in place however this is not explicit. Consultation had been conducted to understand how protected staff feel across various sectors within the organisation should they wish to raise an issue of conscience or concern.

He proposed a draft SOP for consideration and identified the need to reconsider the more traditional policing approach to such documents in favour of good practice in the Health sector, for example. He further outlined that any document is guidance and identified that training, leadership and culture were equally important.

A discussion followed about the use of language / terminology, the need for the policy to flow from our values and for officers and staff to understand what this means to them. It was agreed that the Health document was a good starting point.

ACTION: Develop a guidance document based on the Health 'Reporting Concerns at Work' document with Policy rather than SOP.

ACTION: Have relevant associated SOPs reviewed to ensure they make reference to and are consistent with new 'Whistleblowing' guidance and relevant legislation.

3.4 Staff Survey, Inspiring Leadership and Superintendent Role Review

Angela Terry introduced the previously circulated paper and identified that recommendations from both reviews are now progressing through a single integrated work programme targeted to secure a synergised approach to delivering the improvement actions.

She advised that the 28 recommendations from the Superintending review have been integrated with the themes and actions derived from the Staff Survey to create a single, joined-up work programme which is holistic and avoids duplicated effort.

Angela further outlined the engagement that was taking place locally in Divisions. 54 divisional visits have been conducted with Command Teams, starting in the north, discussing improvement plans and activity, and

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exploring the best ways for messages to be circulated locally. Another 50 events are planned.

New intranet pages have been created along with a regular weekly blog although it is recognised that face to face is the preferred approach to engagement – local leaders are the people local staff want to hear from

A discussion followed about opportunities to demonstrate staff influence on activity and how this feeds into the development of the Policing 2026 Strategy. Immediacy of response is important but should not lose sight of the influence this will have on the 2026 strategy.

ACTION: Revisit the remit of the Steering Group taking forward staff survey to ensure it remains separate from, but connected to, Policing 2026

4. STANDING ITEMS

4.1 Financial Planning: Grip & Governance

This item was introduced by DCC Livingstone, supported by James Gray.

An overview was provided of the current financial position with discussion around cost saving opportunities and the current governance arrangements for delivering on cost saving plans.

The need to plan and deliver changes now that will help to create the organisation we need to be through delivery of the Policing 2026 Strategy was identified.

ACTION: Arrange meetings with SPA for Executive to discuss financial position.

4.2 C3 Integration and Remodelling

Chief Superintendent Newbigging spoke to the previously circulated paper and provided an update to members on the introduction of STORM Unity in the Dundee Area Control Room and C3 business as usual performance data.

He highlighted that the HMIC(S) recommendations continue to be progressed through the Divisional “Shaping Our Future” Boards, chaired by the C3 Divisional Commander, which meets on a fortnightly basis. He outlined progress towards the recommendations.

4.3 i6 Programme Update

DCC Livingstone provided a verbal update on the current position relating to the delivery of i6 which was noted by members.

4.4 Policing 2026

Tom McMahon introduced a paper outlining the current position with the Policing 2026 Programme. He explained that the Programme will develop a clear long-term vision, single organisational strategy and organisational blueprint to ensure that Police Scotland is prepared for the challenges and opportunities of the next 10-years.

Tom confirmed that Deloitte have been chosen from a field of 5 applicants to provide consultancy support.

He further explained the various workstreams within the Programme and the timeline for delivery with work ongoing to connect 2026 to strategic work across the organisation. A review of PS governance will feed into the programme.

The need for a significant degree of communication across the organisation was highlighted as well as the part the Senior Management Team will play in leading and merging the 2026 Programme into business as usual.

ACTION: Identify how best to involve all senior officers in Policing 2026 workstreams to ensure engagement and visibility

5. AOB

The Chief Constable took the opportunity, at her final SLB before retiring, to recognise the significant contribution she had made to policing over the years, which was echoed by members.

6. Date of Next Meeting

The next meeting will take place on Thursday 29 September 2016, at 09.00 hrs in the Main Briefing Room, Gartcosh.

Members were thanked for their attendance.

END