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MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 23.06.2016
LOCATION: Graham Room, Tulliallan
CHAIR: Philip Gormley, Chief Constable

MEMBERS PRESENT

Philip Gormley, Chief Constable
Iain Livingstone, Deputy Chief Constable (Designate)
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)
Steve Johnson, Assistant Chief Constable, (OCCT and Safer Communities)
Andy Cowie, Assistant Chief Constable (Local Policing North)
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 (C5)
John Gillies, Director of People and Development
Martin Leven, Director ICT
James Gray, Interim Chief Financial Officer

IN ATTENDANCE

Paul Main, Chief Superintendent, Chief of Staff
Craig Naylor, Chief Superintendent, Organisational Development
Andrew Walker, Corporate Communications
Gillian MacDonald, Chief Superintendent, U Division
Roddy Irvine, Chief Superintendent, Q Division
Lyn Ross, Chief Constable's Staff Officer (Minute Taker)

APOLOGIES

Rose Fitzpatrick, Deputy Chief Constable (Local Policing)
Fiona Wilson, Corporate Communications

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1. CHAIRMAN'S OPENING REMARKS

The Chief Constable welcomed attendees to the Senior Leadership Board, in particular ACC Steve Johnson and James Gray to their first SLB and Divisional Commanders Gillian MacDonald and Roddy Irvine. He commented on the significant success of the Air Weapon Amnesty and the recent launch of the Scottish Government Policing Priorities and thanked the teams involved.

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

Ch Insp Lyn Ross updated members on the outstanding actions.

Actions 11 – 21 were approved to be closed however, in respect of action 12, the Chief Constable requested a paper be brought to the next meeting in July to provide an update on the Staff Survey and Superintending Review Group.

Actions 23 – 26 were covered under agenda item 3.2 presented by John Gillies and Aileen Reid.

3 FOR DECISION / APPROVAL / DISCUSSION

3.1 Corporate Communications Structure

DCC Livingstone introduced this paper which outlined recommendations for changes to the Corporate Communications management structure and sought support for changes to the way the media and wider communications functions are managed and currently operate and for investment in supporting technologies.

CS MacDonald outlined the proposals in the supporting paper on Social Media developed by the Digital Communications Steering Group to improve and evolve Police Scotland's use of social media, in support of the communications review and operational policing.

Members discussed the current challenges faced by the media teams and local policing but questioned the need for 24/7 media support.

ACC Cowie identified that liaison would be required, particularly in the North, if changes are introduced to the way media outlets are supported.

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The opportunities for improved use of Social Media were discussed however it was agreed that this needs to be managed as part of an overall media strategy.

DECISION: Recruit Director of Corporate Communications and once appointed review the structure required to deliver service.

ACTION: Bring outline / draft Communications Strategy to SLB in July focusing on both internal and external communications including social and traditional media.

ACTION: Remit request for CI secondment to Corporate Communications to RGG.

ACTION: Discuss IT requirements for Graphic Design function with ICT.

DECISION: The strategic intent to deliver the Social Media Management System and equipment to enable better use of social media is approved.

ACTION: Remit paper on Social Media to the Finance and Investment Committee to decide how to meet the financial implications.

3.2 Senior Officer Selection Process

John Gillies presented this item along with Aileen Reid, Career Development Manager, and provided an update on the proposed approach for selection processes to Chief Inspector, Superintendent and Chief Superintendent discussed at SLB on 18 May.

John Gillies explained the intention to issue communications in the coming days setting out the new approach and timetable following engagement with SWDF.

The Chief Constable questioned engagement with other diversity staff associations and highlighted the need to make sure the new process is properly consulted on and a full EIA completed.

Following discussion it was felt that the test would not assist in developing the leadership and values the organisation is seeking to promote.

A discussion then followed about the order in which to conduct the process and what benefits would be derived.

It was agreed the SJT would not form part of the promotion process and a communication should be issued to advise officers of this. Clear communication and briefings will be required to outline the new process outlining what is expected of individuals and line managers.

ACTION: Bring forward timeline and procedure for delivering selection process by 30.06.2016

3.3 Digital Transformation

Martin Leven provided a verbal and visual overview of the next steps for IT post i6 to deliver an improved operating model, efficiency and best value.

He outlined the challenges currently being faced by officers, staff, and the public as a result of having insufficient integration of ICT systems and inability for public to report over Social Media.

Mr Leven outlined the opportunities (including financial) cloud based technology and agile techniques are bringing. Additionally, opportunities exist to exploit other systems.

Current priorities for the organisation are C3, Custody, Payroll and the crime management system. All ICT projects have now been corralled into a digital transformation programme and will be scored on a Risk v Return on investment matrix.

A discussion then followed regarding the need to base future activity on a strategic assessment to identify priorities and rationalise ICT business.

3.4 Estates Strategy

ACC Cowie provided an overview of the ongoing work to review the Police Scotland estate and agreed to provide a written update to the next SLB in July. He identified the need to engage with the 2026 project to understand what this work will mean for the PS estate.

He explained that a team is now in place and working with Divisions. By October, the aim is to have every Division's requirements complete.

A positive relationship exists with SPA in relation to the process for disposal or requests for new property.

Since 2013, out of 459 premises, 43 have been sold or let leading to savings of £11m. A number of new projects are now in the pipeline which will deliver further savings.

ACC Johnson highlighted the need to consider the estates requirements and impact of future ICT developments. He advised that a third of estate was no longer required in Cumbria. He suggested this work could be ICT led with a possibility of savings being made earlier.

The Chief Constable highlighted that this integrated programme of modernisation would be for the new Director/DCC to lead.

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DCC Livingstone advised that Colette Sherry is now Head of Physical resources and Supt Alan Douglas is now taking on additional work bringing the estates team closer to the strategy.

ACC Cowie highlighted the need to remain aware of the requirements under the Community Empowerment Act as this work is progressed.

4. STANDING ITEMS

4.1 Financial Planning

James Gray circulated a paper to members outlining the current financial position. Mr Gray discussed the detail of the paper and outlined the need to consider all possible savings opportunities as well as the need for a longer term financial strategy being driven by the Senior Management Team.

4.2 C3 Integration and Remodelling

ACC Hawkins spoke to the previously circulated paper identifying a change of focus to outline key risks which are considered as: stability; staffing; and finance. He reported that the Resourcing Assurance framework received positive feedback from HMICS.

ACC Hawkins reported that on Wednesday 15 June, STORM Unity was successfully implemented into the Dundee Area Control Room. STORM Unity/WebSTORM has now been introduced across the majority of the country allowing for the overview of all incidents on the same platform, with the exception of Inverness.

He further reported that an end stage review was commissioned which will commence on 20 June and is scheduled to be concluded by the end of summer. Within the scope of the review will be an assessment of the current stability of operations, a review of the outstanding programme deliverables and their current fit with the present operating and economic conditions of C3 Division and Police Scotland. The details of this review was provided in a briefing to the Scottish Police Authority on Monday 20 June.

The Chief Constable identified that the SPA Board welcomed the presentation and update. C3 needs to be brought into the performance framework and the focus needs to be on callers and their needs rather than the number of calls.

4.2.1 C3 Division – Resource Requirements

ACC Hawkins confirmed that the paper presented in relation to resource requirement had been to F&I Board and was supported.

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DECISION: Request for uplift for staffing in C3 approved. To be drawn from Local Policing resources who will in turn benefit from demand reduction.

ACTION: Remit paper to RGG to identify appropriate resources for C3 uplift.

4.3 i6 Programme Update

This item was covered under agenda item 3.3.

4.4 Policing 2026

ACC Graham circulated a paper which he spoke to. He outlined the need for involvement across the organisation and recognised the pace required to develop the clear long-term vision, single organisational strategy to ensure that Police Scotland is prepared for the challenges and opportunities of the next 10-years.

It is anticipated that the Strategy, which is being co-produced with SPA, will be presented to the Board in September and issued for consultation in October 2016.

ACC Graham thanked members who had provided staff and accommodation to establish the team which have now been assembled in a very short timeframe. He recognised that communication would be critical not just within the Senior Management Team but across the organisation.

The requirement to secure specialist external consultancy support was identified by the Sponsor Group and agreed by SPA members and Scottish Government. The tendering process is ongoing however it is anticipated the preferred consultants will begin in early August.

ACC Graham identified that it was critical for the programme to develop short term recommendations but set within a longer term vision. Work is currently ongoing to review the cycle for planning and tasking, aligning finance planning within this.

Consideration is also being given to the other projects that should be aligned with Policing 2026, such as Localism.

ACC Graham concluded by suggesting that the Senior Management Team would be required to have oversight of the work streams to assure future alignment.

4.4.1 Update on Localism Project

ACC Kate Thomson introduced the work she is leading on in respect of Localism which fits within the Policing 2026 programme

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The model being developed will be circulated for discussion based on National Decision Making Model and will be tied into the national survey; Your View Counts. She went on to explain that as an organisation we need to stretch ourselves to engage members of community who we generally struggle to engage with to better understand vulnerability.

There is an opportunity to use the 2026 model to prevent duplication and tie similar work together.

ACTION: Bring forward paper to SLB in July or August to demonstrate interdependencies between Localism and 2026 Strategy

5. AOB

The Chief Constable commented that the HMICS Review of the CCU was expected to be issued on Monday 27 June in time for the Justice Committee meeting on Tuesday 28 June. He further outlined that DCC Nicolson was leading a steering group to review Governance within CCU.

6. Date of Next Meeting

The next meeting will take place on Wednesday 20 July 2016, at 13.00 hrs in the Graham Room, Tulliallan. Members were thanked for their attendance.