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Security Classification:		NOT PROTECTIVELY MARKED	
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Date Created:	01.03.2017	Telephone:	101

MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 1st March 2017
LOCATION: Tulliallan
CHAIR: Deputy Chief Constable Livingstone

MEMBERS PRESENT

Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)
David Page, Deputy Chief Officer
Andy Cowie, Assistant Chief Constable (Local Policing North)
Wayne Mawson, Assistant Chief Constable (Local Policing East)
John Hawkins, Assistant Chief Constable (Service & Protection)
Bernie Higgins, Assistant Chief Constable (Operations and Justice)
Mark Williams, Assistant Chief Constable (Local Policing West)
Steve Johnson, Assistant Chief Constable (Crime)
Malcolm Graham, Assistant Chief Constable (Strategic Change)
James Gray, Interim Chief Financial Officer
Louise Haggarty, Director People and Development

IN ATTENDANCE

Roddy Irvine, Divisional Commander, Q Division
Colette Sherry, Head of Physical Resources
Chris Starrs, Head of Corporate Communications

APOLOGIES

Philip Gormley, Chief Constable
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)
Martin Leven, Director ICT

1. CHAIRMAN'S OPENING REMARKS

Deputy Chief Constable Livingstone opened the meeting of the Senior Leadership Board and welcomed those new to the meeting.

2 MINUTES & ACTION LOG

2.1 Minutes of Previous Meeting

Minutes of the previous meeting were approved by those present.

2.2 Action / Decision Log

The action log was reviewed and updated.

3 FOR DECISION / APPROVAL / DISCUSSION

3.1 Health and Wellbeing Group

DCC Livingstone provided an update to members on the Health and Wellbeing Group. The first meeting of the newly formed group took place on 18 January 2017 and DCC Livingstone emphasised the commitment he is seeking from members to ensure the success of this work across the Service.

The successful wellbeing pilot in Q Division was noted.

The Strategic Wellbeing Statement was reviewed and approved with an amendment to the introductory wording.

The Health and Wellbeing Group update was noted.

3.2 Governance Update

ACC Graham presented an overview of the revised approach to the senior meeting structure.

The revised structure focuses on four primary decision making Boards:
Strategic Leadership Board (Chair - Chief Constable)
Transformation Board (Chair – DCO)
Finance and Investment Board (Chair – DCO)
Tasking and Delivery Board (Chair – DCC (D))

There will be Local Policing, Crime and Operations Support and Corporate Management Boards under the above Boards to co-ordinate activity throughout the organisation and escalate where appropriate.

There followed discussion amongst members where it was highlighted that the above Boards will replace the current structures and that the growth of sub-boards should be tightly controlled to maintain a clear decision making structure.

The Police Scotland Meeting Structure was approved.

ACTION: 2026 team to engage with Executive Support to refresh SLB agenda due to revised structures.

4 FOR DECISION / APPROVAL / DISCUSSION

4.1 Financial Planning: Grip and Governance

This paper was taken first on the agenda to enable full and lengthy discussion where required.

DCO Page introduced the Draft Budget Paper and there followed discussion amongst members present. It was emphasised that any workforce changes must be undertaken with a view to minimising any operational risks. Any discretionary spend from the additional budget allocated by SG will require a full sound business case. Discussions will take place at Senior Leadership Forum on 16th March 2017 regarding the work required for such business cases.

James Gray presented Appendices on cost pressures and capital programme bids.

ACTION: ACCs and Directors to review cost pressures and feedback to respective DCC/DCO by close of business 2 March 2017.

ACTION: ACCs and Directors to review capital programme bid rankings and feedback to respective DCC/DCO by close of business 2 March 2017.

Members noted and discussed the draft budget.

4.2 Culture, Leadership & Engagement

(i) Senior Selection Process

DCC Livingstone updated members that some promotions from the process are to be made with effect 13 March 2017 with communications going out in the coming days regarding this.

There followed discussion amongst members that the selection processes should be widened in scope to consider talent management and leadership development.

(ii) Pulse Survey and Inspecting Rank Review

Louise Haggerty presented a paper on the Pulse Survey. It was highlighted that the survey results would be published mid-March 2017 with information packs going out to Divisional Commanders / Heads of Department prior to this. These packs are to assist and enable staff and officer engagement and associated local action plans.

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The next steps are to dovetail into 2026 activity. The next survey is scheduled to take place in Spring 2018 to enable action plans to be implemented and the effects implemented across the organisation prior to the future survey. There was discussion around using internal social media to further employee engagement.

Members agreed the timescale for the future staff survey, the implementation of local engagement plans and the ongoing development of the overarching employee engagement strategy.

Ch Supt Roddy Irvine noted that significant improvements had been made locally regarding employee engagement and a significant proportion of this was due to the culture fostered by the Force Executive.

ACC Williams informed the group that the Inspecting Rank review was progressing very well and that elements of it were feeding into the wellbeing work.

4.3 Policing 2026 / Annual Police Plan

ACC Malcolm Graham introduced the Annual Police Plan to members. Members were content with the Plan. The Plan will be approved by the Chief Constable prior to approval by the SPA and thereafter laid before Parliament.

It was noted that any engagement on the Annual Police Plan is an opportunity to consult on the Policing 2026 Strategy.

4.4 C3 Integration and Remodelling Programme Update

ACC John Hawkins introduced this item and advised members that the Programme continued to be progressing very well. The next key milestone in the C3IR Programme is the transition of business from Aberdeen Service Centre and ACR to the PSSC and ACR North. SPA approval shall be sought at the SPA Board on 22 March 2017 with a go live date being on a suitable date thereafter.

An independent Gateway Review on 'readiness for service' is overwhelmingly positive with readiness to proceed categorised as Green.

ACC Hawkins provided members with an update in relation to HMICS Recommendations, Notable Incident and Scottish Ambulance Service Triage Pilot.

Members noted the update in relation to C3IR Programme and Business as Usual.

4.4(i) THRIVE

ACC Hawkins presented a brief on the THRIVE (Threat – Harm – Risk – Investigation – Vulnerability – Engagement) risk assessment model to members.

ACTION: THRIVE – full business case to be prepared by end of March 2017 to progress to the Transformation Board.

4.5 Resource Deployment Project

ACC Williams provided an update on the Resource Deployment Project. The Project Board continues to meet regularly and a reference group of superintendents from across the organisation has been formed to influence the development of processes.

Members noted the update in relation to the Resource Deployment project.

5. AOB

ACC Johnson highlighted to members that the first cyber strategy group meeting is on 7 March 2017.

Louise Haggarty will meet with DCC Livingstone regarding fitness testing.

As there were no other items raised the Deputy Chief Constable thanked members and closed the meeting.