

**NOT PROTECTIVELY MARKED**

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**MINUTES OF THE SENIOR LEADERSHIP BOARD**

DATE: 16<sup>th</sup> November 2016  
LOCATION: Tulliallan  
CHAIR: Philip Gormley, Chief Constable

**MEMBERS PRESENT**

Phil Gormley, Chief Constable  
Iain Livingstone, Deputy Chief Constable (Designate)  
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)  
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)  
David Page, Deputy Chief Officer  
Andy Cowie, Assistant Chief Constable (Local Policing North)  
John Hawkins, Assistant Chief Constable (Service & Protection)  
James Gray, Interim Chief Financial Officer  
Martin Leven (Director ICT)

**IN ATTENDANCE**

Angela Terry, Head of Leadership & Professional Development  
Tom McMahon, Scottish Police Authority  
Colette Sherry, Head of Commercial Services  
Alison Dougal, Head of Management Accounting  
Fiona Wilson, Head of Corporate Communications  
CS Paul Anderson (Divisional Commanders Representative)  
CS Alan Gibson, Head of Training Operations  
PI Paul Daley (in support of ACC North)

**APOLOGIES**

Bernard Higgins, Assistant Chief Constable (Operation & Justice)  
Malcolm Graham, Assistant Chief Constable (Strategic Change)  
Mark Williams, Assistant Chief Constable (Local Policing West)  
Steve Johnson, Assistant Chief Constable, (Crime)  
Wayne Mawson, Assistant Chief Constable (Local Policing East)  
John Gillies, Director of People and Development

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## **1. CHAIRMAN'S OPENING REMARKS**

The Chief Constable opened the meeting of the Senior Leadership Board and specifically welcomed those new to the meeting.

## **2 MINUTES & ACTION LOG**

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

Minutes of the previous meeting held on 19 October were approved by those present.

### **2.2 Action / Decision Log**

The Action Log was reviewed and updated.

**Action 42:** ACC Higgins to develop a paper on Mode of Operations which includes an engagement plan was to be further progressed and marked as partially complete.

**Action 44:** Agreed as no longer relevant

**Action 48:** The delay to this action was understood. To be linked to action 49.

**Action 50:** Consultation is currently ongoing with Staff Associations. DCC Gwynne will provide further update on the timeline for delivery.

**Actions 43, 49, 50, 52, 53, 54:** Agreed as complete

## **3 FOR DECISION / APPROVAL / DISCUSSION**

### **3.1 Emergency Services Mobile Communications Programme**

ACC Hawkins explained that this is the Home Office programme to replace Airwave, led by Scottish Government (SG) and Scottish Police Authority (SPA). Implementation will be 2018/19 at the earliest and is currently being reviewed by the Home Affairs Select Committee. The programme brings future potential for digital and mobile technology to reduce officer input time.

A discussion followed about the current and future broadband infrastructure with ACC Hawkins confirming that positive engagement was already in place with providers to ensure future integration.

### **3.2 Estates Strategy Update**

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ACC Cowie outlined the work undertaken to develop the draft national plan by the team, working in conjunction with Divisional Commanders. The overarching Estates Strategy was agreed by SPA last year in order to identify opportunities for efficiencies. ACC Cowie sought feedback on the draft to assist with its development before presenting to a future meeting of the SPA Board.

**Action:** Reconsider language and layout of document to be presented to SPA. Clarity required about what is being articulated through the descriptions in the document.

**Action:** Review current / future deployment model v estate model and provide briefing to CC, DCCs, DCO.

### **4 STANDING ITEMS**

#### **CLOSED AGENDA ITEM**

##### **4.1 Finance: Capital Bids**

David Page introduced the capital bids and outlined that these had been circulated to the DCCs for approval along with Policing 2026 to ensure correlation with the future strategy. The content had been challenged and assured although had been rapidly worked through. Mr Page sought approval to present proposals to SPA and SG.

The Chief Constable asked whether there had been an opportunity to look across all business areas to ensure priorities were not missed. He highlighted that the risks of not investing in CCTV had been identified on numerous occasions. He further confirmed that although this was not a matter for the police to lead on the opportunities for strategically placed CCTV needed to be raised with Scottish and Local Government.

David Page identified that all bids should be presented as there was a requirement to surface what is actually needed to deliver an effective service.

DCC Gwynne outlined the need to raise opportunities for future investment and focus on future developments i.e. THRIVE.

**Action:** DCCs must control bids and all change must be routed through DCCs rather than directly into finance team.

**Action:** CC / DCCs / DCO to review and discuss capital bids on 17.11.16 before being presented to SPA.

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**Action:** any current year activity that has current spend but requires future staged capital investment to deliver in future years to be included in bid document by midday 17.11.16.

### **OPEN AGENDA ITEM**

#### **4.2 Culture, Leadership & Engagement**

##### **(i) Senior Selection Process**

Angela Terry outlined the progress in respect of the Senior Selection Process, explaining the conversion rates from applications requested to panel interviews and successes. The process continues to be monitored monthly. It is anticipated that all candidates who have submitted applications will be seen this year.

Further communications will be issued to encourage the submission of applications, including through line management intervention.

BME applications appear positive. However staff don't always choose to disclose their backgrounds.

**Action:** Undertake Data / payroll / HR mining to understand BME / gender profile across organisation.

**Action:** Provide performance update re progress of PDCs.

**Action:** updates to be provided to SLB with clear analysis by Division and Department of application and form submission in order that conversations can be held with those eligible to encourage submission of promotion applications.

**Action:** Bring forward proposal for consideration of CC/ DCCs/ DCO regarding applying an end date to submission timescale and review of temporary ranks including analysis of reasons for not submitting applications.

##### **(ii) Pulse Survey and Inspecting Rank Review**

The Pulse Survey launched yesterday (28.11.16) "You said we did." 800 submissions have already been received. Confidentiality process is in place and staff can be assured that there is no way of identifying respondents. .

Staff associations have commented favourably about the opportunity for and degree of confidentiality.

Inspecting Rank Review forums have been launched with 300 involved to date. The themes being discussed are anticipated.

The Scottish Police Federation are being very supportive.

**Action:** Ensure Executive representation at Inspecting Rank Engagement sessions

### **4.3 Policing 2026**

ACC Graham outlined the progress being made with the Strategy identifying that agreement regarding the high level content, timeline, and targeted consultation had been agreed.

Timeline for the wider consultation launch has been reconsidered to allow key briefings to take place.

ACC Graham explained that ownership of the key elements of the strategy was working well and a number of communications products have been introduced with more under development.

It was outlined that linking the strategy to the 4 pillars under Service and Protection remains important. Policing 2026 is the way to deliver the ambitions of the 4 pillars.

ACC Graham outlined that financial planning has improved since the Strategy has become more developed and finance are working closely with the planning team.

**Action:** Prepare narrative for CC to write to John Foley with concise articulation of the current understanding of Financial Strategy. Relevant section of annual report needs to be referred to.

**Decision:** Estates strategy to be subsumed as part of 2026 Strategy. Strategic Communications to encompass all future activity.

**Decision:** All communications internally / externally requires strategic overview tied in to 2026 – overseen through interim Head of Comms

**Decision:** Leadership and Engagement strand to take overview of all activity to ensure 2026 engagement is exploited and communicated both internally and externally.

### **4.3 C3**

ACC Hawkins provided a progress update on C3 integration and remodelling explaining that the Aspire upgrade is delivering performance improvements.

Further work has been commissioned in order to validate staff numbers against demand periods, to confirm the appropriate staffing levels required for the Police Scotland Service Centre to take on the demand from Dundee, Aberdeen and Inverness, in the months they are presently scheduled to do so.

The Scottish Police Federation have been consulted and are supportive of resourcing activity.

ACC Hawkins outlined that two further key milestones scheduled to be delivered

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in 2016, i.e. East / West Virtualisation, due to be delivered in November and the transition of business from Dundee Service Centre to Police Scotland Service Centre, in December.

**Action:** bring forward paper to ORM on 21.11.16 to propose going forward with virtualisation programme and go live on Wednesday 23.11.16.

HMICS actions are being progressed and we will be able to report significant progress.

### **(ii) THRIVE**

ACC Hawkins provided an outline of THRIVE (Threat, Harm, Risk, Investigation, Vulnerability and Engagement). The proposed THRIVE programme is a coordinated programme with a number of deliverables collectively designed to deliver a greater preventative and protective focus within Police Scotland and to manage demand more effectively. Variations of the THRIVE approach are used in a number of Forces in England and Wales and it is assessed that the development of a tailored approach will create an operating environment in Police Scotland.

**Action:** Bring forward a bid to engage consultation or academic support to assist development of target operating model – to move from strategy to transformational delivery.

**Action:** DCCs/ ACC G/ DCO/ CC - Scope how the organisation moves from strategy to transformational delivery - blueprint and /or target operating model.

**4.4 Action:** Provide update on Resource Deployment to SLB on 20.12.16.

### **AOCB**

DCC Gwynne updated that the Advice and Guidance intervention for SPA staff has been signed off by John Foley. This is the same process and standards as provided in Police Scotland.

DCC Livingstone identified that the current nomenclature describing police stations or offices was not in line with offender management legislation and clarity was required to remain in step with relevant legislation.

**Decision:** Nomenclature to be used is Police Station in line with Criminal Procedure legislation subject to any additional information coming to light from the Criminal Justice legislation

**Action:** Consideration to be given to the appropriate method of communicating this decision to the organisation.

The Chief Constable closed the meeting.