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## **MINUTES OF THE SENIOR LEADERSHIP BOARD**

DATE: 19<sup>th</sup> October 2016  
LOCATION: 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)  
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)  
David Page, Deputy Chief Officer  
Steve Johnson, Assistant Chief Constable, (Crime)  
Mark Williams, Assistant Chief Constable (Local Policing West)  
Wayne Mawson, Assistant Chief Constable (Local Policing East)  
James Gray, Interim Chief Financial Officer

### **IN ATTENDANCE**

Paul Main, Chief Superintendent, Chief of Staff  
Craig Naylor, Chief Superintendent, Organisational Development  
Angela Terry, Head of Leadership & Professional Development  
Alan Waddell (Item 4.3)  
Fiona Wilson, Head of Corporate Communications  
Tom McMahon  
Gillian MacDonald (Divisional Commanders Representative)

### **APOLOGIES**

Bernard Higgins, Assistant Chief Constable (Operation & Justice)  
Malcolm Graham, Assistant Chief Constable (Strategic Change)  
Andy Cowie, Assistant Chief Constable (Local Policing North)  
John Hawkins, Assistant Chief Constable (Service & Protection)  
John Gillies, Director of People and Development  
Martin Leven (Director ICT)

**1. CHAIRMAN'S OPENING REMARKS**

The Chief Constable opened the meeting of the Senior Leadership Board and specifically welcomed DCC Gwynne to his first meeting in his new role and to CS MacDonald as the Divisional Commanders representative.

**2 MINUTES & ACTION LOG**

**2.1 Minutes of Previous Meeting**

Minutes of the previous meeting held on 29 September were approved.

**2.2 Action / Decision Log**

The Action Log was reviewed and updated.

CS Main provided a verbal update to an Action on Whistleblowing which had mistakenly been omitted from the log. This will be added to the log and updated for a further update to be provided at the next SLB meeting on 16 November 2016.

**Action 42:** Change 'presentations' to 'demonstrations'.

ACC Higgins to develop a paper on Mode of Operations which includes an engagement plan.

Mark as partially complete.

**Action 43:** Discuss rewording of action.

**Action 47:** Complete.

**3 FOR DECISION / APPROVAL / DISCUSSION**

**3.1 Culture, Leadership & Engagement**

**Item 3.1 (i)**

Angela Terry presented proposals for a Pulse Survey which had been previously agreed as a response to the results of the staff survey.

There was support for continuing with this commitment but also to exploring options for a more sustained, longer term monitoring beyond the 'moment in time' response that a single pulse survey will provide.

Potential ICT solutions or options to facilitate the gathering of feedback on a longer term basis was discussed.

Also discussed was the level of detail / demographic to which the responses to questions should be collated and assessed. There was

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broad agreement for having detail which permitted a local level of issues and solutions to be identified, whilst protecting individual privacy.

The options of undertaking the survey 'in house' or to commission a 3<sup>rd</sup> party to complete the survey was discussed. There was an assurance that the in house option could provide the level of detail required without personal data or privacy being compromised.

**ACTION:** Ms Terry, ACC Williams and CS MacDonald to explore ICT solutions / options with Mr Martin Leven.

**DECISION:** Progress with Pulse Survey as proposed to include a level of detail that permits a local level of analysis without compromise to privacy.

### **Item 3.1 (ii)**

ACC Williams updated on the Staff and Superintendents Surveys and the Inspecting rank review. This included an outline of the communications and engagement plan in regard to each aspect all of which focussed on the theme of 'you said .. we did'.

PSTV and local forums are being used as part of a broader stakeholder engagement and feedback.

There was agreement that a particular effort should be made to engage with police staff as part of the engagement plan.

### **Item 3.1 (iii)**

Angela Terry provided an update on the senior selection process which will continue to be updated and monitored at future Senior Leadership Boards.

The lower than expected level of applications was discussed as was the available data on diversity / protected characteristics.

**ACTION:** Diary dates to be secured for quarterly meetings for CC, DCCs and DCO to review those through the senior promotion processes and for posting decisions to be discussed. (ACTION Update: The succession planning exercise scheduled for 14 November has been postponed to the second half of December. This will allow the exercise to be considered with a greater degree of information as an anticipated 30 – 40 candidates are expected to have been successful at the senior selection processes by that date).

## **3.2 EU / Brexit**

ACC Johnson presented on EU / Brexit emphasising the benefits of being a member of Europol and outlined the access to information intelligence and systems that membership provides access to. Discussion followed on

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possible consequences of membership / non-membership of Europe as it related to Law enforcement.

### **3.3 CoSLA Resolution Policy**

DCC Fitzpatrick provided an update on the Police Scotland / CoSLA Resolution Policy. It was proposed to update SPA Members on the issue. The completion of this action allows one of the recommendations from the SPA Governance Review to be completed.

**ACTION:** SPA Members to be updated on Police Scotland / CoSLA Resolution Policy. (DCC Fitzpatrick).

The Action log can be updated that DCC Fitzpatrick attended a PMM of the SPA on 5 November and provided an update.

### **3.4 CCU Operating Model**

DCC Gwynne outlined proposed changes to the Counter Corruption Unit. Approval was given for the implementation of a revised structure with enhanced specialist support and a reduction of current staffing levels. It was also agreed that the new structure would come under the command of DCC Gwynne.

Discussion followed on the potential to change the name of CCU to ACU which would be subject to further internal communication before any formal announcement.

## **4. STANDING ITEMS**

### **4.1 Financial Planning – Grip & Governance**

James Gray updated members on the Period 5 Financial Position, the predicted revenue overspend and the capital budget position. Discussion followed on relevant changes to budget lines and previous financial assumptions and how this impacted on current and future financial governance.

### **4.3 C3 Integration and Remodelling (taken out of turn)**

Supt Alan Waddell presented an update on the C3IR Integration Programme which included progress on the introduction of Aspire, the Resource Model Review, forthcoming milestones and progress against the 30 recommendations in the HMICS Independent Assurance Review.

Discussion continued on the introduction of a THRIVE model including different influences and options to build capacity and capability.

**4.2 Policing 2026**

CS Craig Naylor and Tom McMahon updated on the progress of the Policing 2026 Programme including the Communication and Engagement arrangements as they relate to the broader programme and the launch of the consultation document.

Future meetings and milestones were outlined to members.

**4.4 Resource Deployment Update**

ACC Williams reported on progress on Resource Deployment and the relevant Design Principles for the work. Discussion followed on results, evaluation of the E Division pilot and when any good practice can be identified and shared.

**5. AOB**

The Chief Constable outlined discussions he and senior colleagues have had around the co-ordination of Annual Leave.

Mr Gormley also outlined the greater focus which can be expected to be placed on the integration of BTP / Police Scotland.

The Chief Constable also outlined changes that had been agreed to the line management for the proactive recruitment team who have been successful in achieving greater engagement with, and applications from, the BME community. Discussion followed on the recruitment processes, including the suitability of the current fitness tests.

**6. Date of Next Meeting**

The next meeting will take place on **Wednesday, 16<sup>th</sup> November 2016**, at **13:00 hrs, Tulliallan**.

Members were thanked for their attendance.