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MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 20th December 2016
LOCATION: Tulliallan
CHAIR: Iain Livingstone, Deputy Chief Constable (Designate)

MEMBERS PRESENT

Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)
Andy Cowie, Assistant Chief Constable (Local Policing North)
Wayne Mawson, Assistant Chief Constable (Local Policing East)
Mark Williams, Assistant Chief Constable (Local Policing West)
John Hawkins, Assistant Chief Constable (Service & Protection)
Bernie Higgins, Assistant Chief Constable (Operations and Justice)
James Gray, Interim Chief Financial Officer
Martin Leven (Director ICT)
Louise Haggarty (Director People and Development)

IN ATTENDANCE

Angela Terry, Head of Leadership & Professional Development
CSU Roddy Irvine
CSU Craig Naylor
CSU Paul Main

APOLOGIES

Rose Fitzpatrick, Deputy Chief Constable (Local Policing)
Malcolm Graham, Assistant Chief Constable (Strategic Change)
Steve Johnson, Assistant Chief Constable, (Crime)

1. CHAIRMAN'S OPENING REMARKS

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

2 MINUTES & ACTION LOG

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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. DCC Livingstone requested that for future meetings a decision log should be distinct from the action log.

3 FOR DECISION / APPROVAL / DISCUSSION

3.1 Police Scotland THRIVE – Programme Brief

ACC Hawkins introduced this item before handing over to CSU Irvine who presented research and conclusions in regard to THRIVE. A lengthy discussion followed supporting the principles of THRIVE and concluding that the proposals should be further developed and resourced.

ACTION: Proceed to full business case for THRIVE.

ACTION: Reassess the personnel required to deliver the THRIVE full business case.

ACTION: THRIVE to be added to SLB as a standing agenda item.

3.2 Freedom of Information Process

CS Naylor updated members in regard to developments relating to the management and governance of FOI requests. This included greater co-ordination with corporate communications, daily engagement with Executive Support and processes to ensure relevant newsworthy or reputational requests were suitably communicated and co-ordinated across the service as required.

Members noted the progress in this area which had already been implemented, suggested some further improvements to processes which CS Naylor was tasked with implementing.

Members also noted the significant commitment, effort and professionalism of the FOI teams across the country and the volume of FOI requests they deal with.

ACTION: CS Naylor to fully implement proposals relating to FOI processes.

4 STANDING ITEMS

4.1 Financial Planning: Grip & Governance

Mr Gray provided an update on the current financial position and the continuing developments in this regard being reported through the SPA Finance and Investment Committee and the SPA Board which had been held the previous week.

4.2 Culture, Leadership & Engagement

Ms Terry updated on the senior selection process. A deadline has now been implemented for the Chief Superintendent process to enable a greater degree of succession planning at senior levels in the service. The Chief Constable had indicated support for similar deadlines for the Superintendent and CI processes to allow for settled management teams across the country to be in place for the coming business year.

An update was also provided on the PULSE survey with information limited to the response rate and that it was typical of the industry standard and permitted validation of the responses.

The responses were to be subject of analysis and a further update provided to SLB. The interest of SPA members, outlined at the recent SPA Board, was highlighted and that the PULSE survey, with other forms of feedback from staff, could form part of the SPA People Committees work plan.

ACTION: PULSE survey analysis to be brought to next SLB meeting.

ACC Williams and Ms Terry provided updates on the Inspecting rank review and Superintendents survey outlining the level of engagement and dialogue being progressed.

4.3 Policing 2026

In the absence of representation from the 2026 Project, DCC Livingstone updated on the developing discussions with the SPA around the strategy and considerations for launching a consultation phase. Members had been provided recent updates from the 2026 team and further developments would continue to feature at meetings of the Chief Officer Group.

4.4 C3 Integration and Remodelling Programme Update

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ACC Hawkins updated members on C3 IR including discussion that had taken place at the previous week's SPA Board and the timeline moving forward for milestones to be reached and achieved.

Progress updates would continue to be brought to the attention of the Chief Officer Team in particular in advance of significant milestones and decision points being considered.

Engagement with the Governance Assurance Group chaired by Mr Graham (SPA) and HMICS was outlined with members advised of the HMICS one year on report on call handling being expected early in 2017.

4.5 Resource Deployment Update

ACC Williams updated on the Resource Deployment Project and the three agreed priority areas:

- Organisational Change (identification and implementation of a revised model);
- Abstraction Management (review of dependencies and processes); and
- Policy and Process (review and refinement)

This subject remains a standing item on the agenda.

5. AOB

No items were raised for discussion under AOB therefore the Deputy Chief Constable Designate closed the meeting.