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MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 26th January 2017
LOCATION: Tulliallan
CHAIR: Chief Constable

MEMBERS PRESENT

Rose Fitzpatrick, Deputy Chief Constable (Local Policing)
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)
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
Grant Manders, Divisional Commander, L Division
Victoria Livingstone, Head of Internal Communications
Colette Sherry, Head of Physical Resources
Steven Dolan, Chief Inspector, Resource Deployment
Angela McLaren, Chief Superintendent

APOLOGIES

Iain Livingstone, Deputy Chief Constable (Designate)
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)
Mark Williams, Assistant Chief Constable (Local Policing West)
Andrew Walker, Head of News

1. CHAIRMAN'S OPENING REMARKS

The Chief Constable 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 STANDING ITEMS

3.1 Resource Deployment Update

CI Dolan provided an update to Board members in respect of the progress being made with the Resource Deployment project.

Following approval of a refreshed Project by the Improvement Board on 1st November 2016 extensive demand analysis and internal stakeholder engagement has been undertaken, resulting in the presentation of a range of options for change to the Project Board on 10th January 2017. The small uplift in staff approved by the Board are in place.

CI Dolan advised the board that it is anticipated that the full Business Case will be presented to the Improvement Board in March 2017.

3.2 Financial Planning: Grip & Governance

James Gray provided an overview of the latest position in relation to the 2017/18 budget.

A discussion followed about how the budget will be used to deliver Policing 2026 to ensure transformation and deliver a better blend of officers, staff and technology which will deliver a balanced budget over 3 years. The need to carefully manage vacancies was also discussed with consideration to be given across business areas to manage critical vacancies.

3.3 Culture, Leadership & Engagement

(i) Senior Selection Process

Angela Terry provided an update on the Selection process. She advised that some minor changes have been introduced and these have been discussed with ASPS who are supportive.

Further applications are anticipated ahead of the set closing dates. All interview panels are in place for the Chief Inspector process and work continues to identify panels for the Superintendent process.

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The Chief Constable advised that he wished to see police staff involved in promotion parades and Angela Terry advised that this was in hand. She further advised that a full review of the promotion process is underway.

ACTION: Bring forward information about the diversity profile to assist with planning.

(ii) Pulse Survey and Inspecting Rank Review

Angela Terry provided an overview of the Pulse Survey results, identifying areas of improvement and challenge. A discussion followed about how best to take forward and communicate the changes that will need to be introduced in response to the survey results and the role Policing 2026 will deliver in overcoming some of the concerns raised by officers and staff.

ACTION: Provide analysis of data by Division and Department by Wednesdays 2nd February.

ACTION: Make arrangements to discuss the analysis of survey with SMT and agree communications and action plan.

ACTION: Week commencing 20 February – present communications and action plan (at 02.17) to the Chief Constable.

ACTION: Review timeline for presenting survey results to SPA.

3.4 Policing 2026

ACC Malcolm Graham introduced this agenda item and explained the timeline for launching the consultation on the 10 year strategy and introducing the 3 year strategy and Annual Policing Plan.

He outlined that the 2026 strategy would be subject to a 10 week consultation period. The timescale for publishing the 3 year plan is delayed however this has been approved by the Scottish Government. The Annual Plan however needs to be published by the end of March 2017.

A discussion followed about the handling of publication of the Annual Plan so quickly after launching the strategy and the style. The view taken was the Plan should focus on performance and delivery. No consultation has been conducted on the Plan given the significant consultation on Policing 2026 and the forthcoming publication of the 3 year strategy.

ACTION: Prepare communications for Divisional Commanders to advise on the planning and consultation approach

3.5 C3 Integration and Remodelling Programme Update

ACC John Hawkins introduced this item and provided an update that, following negative media reporting of a very positive HMICS report, staff moral remained positive. A discussion followed about the positive use of social media and the opportunity to manage our own messages through our own channels given the significant following Police Scotland currently has.

He went on to advise that on the 10th January, Dundee Service Centre was closed as planned and call demand successfully migrated to the National Service Centre based across Glasgow, Motherwell and Edinburgh. The successful migration was the culmination of extensive planning and assurance activity driven by the C3IR Programme, C3 Division and D Division.

A lessons learned brief is being prepared for Dundee which will drive and influence future planning and delivery activities to ensure another successful migration of Aberdeen Area Control Room and Service Centre.

Planning is ongoing for a Scottish Government Gateway Review which will assess the programme's readiness to proceed with the transition of Contact, Command and Control activities from Aberdeen in March. He explained that this is vital assurance activity which aims to provide the SRO, Force Executive, HMICS and the Scottish Police Authority with confidence in advance of a request for approval to go-live.

Discussion followed about the benefit of the notable incident recording process.

ACC Hawkins went on to discuss the THRIVE approach and the work being taken forward to develop THRIVE in the 2026 blueprint.

ACC Hawkins further advised that the Cabinet Secretary for Justice and the Policing Sub Committee have been invited to visit an Area Control Room.

ACTION: Develop a briefing paper to explain THRIVE in Plain English for internal and external use

4 FOR DECISION / APPROVAL / DISCUSSION

4.1 Community Empowerment (Scotland) Act 2015

ACC Andy Cowie introduced this item and explained that the Community Empowerment Scotland Act was passed in Parliament on 17th June 2015 and received Royal Assent on 24th July 2015.

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The Bill became an Act in July 2015 but does not come into force until all the necessary secondary legislation and statutory guidance are in place, ensuring the legislation will work in practice.

The current implementation of the Act relates to changes to Community Planning, the introduction of Participation requests and Asset Transfer requests.

He went on to explain that beneath Local Outcome Improvement Plans (LOIPs), sits a new legislative requirement for Police Scotland (as a statutory partner) to commit to locality plans. The purpose of these plans is to reduce inequalities for those suffering poorer outcomes across communities, also with an October 2017 deadline.

In preparation for this change, plans and discussions are ongoing across the 13 divisions however, an initial assessment of the 32 local authorities is that focus has been mainly on LOIP preparation, with locality planning falling in behind.

ACC Cowie set out four recommendations for SLB to consider before reporting to the SPA:

- 1 That SLB members note the provisions in place to meet the legislative requirements for Asset Transfer Requests and approve the use of the current Estates Strategy Tactical group to review any requests, and escalate as necessary.
- 2 That approval is given to appoint the proposed Participation Request Review Panel from specialist corporate functions to make final assessment of a participation request. Proposed membership: Finance, Legal, HR, ICT (as appropriate) and chaired by the Chief Superintendent of Safer Communities.
- 3 That the work-stream identified under 2026 looking at “Volunteering” incorporates work to provide clarity of approach to *applications seeking to “volunteer to participate in service delivery”* under Community Empowerment, and how this compliments or conflicts with our developing volunteering strategy within a balanced workforce.
- 4 On clarification of point 3, note intention to initiate discussions with, the Scottish Police Federation, ASPS and Unison/ Unite around the Police Scotland approach to requests from community bodies who wish to participate in service delivery to prevent unnecessary staff anxiety.

These recommendations were approved, although noting that there is no current lead for the ‘Volunteering’ workstream under 2026.

4.2 Estates Update

ACC Cowie provided a progress update on delivery of the Estate Strategy. He set out imminent change opportunities, including proposals to ask the SPA to declare seven properties surplus. SLB members approved the seven properties as surplus.

A discussion followed about the timing for consultation on the estates proposals and the third party validation of the approach that has been requested by Scottish Government.

5. AOB

5.1 Police Officer Recruitment – Fitness Standard

Louise Haggarty raised this matter and the previously circulated paper which had been approved. The communications to be issued in respect of the new fitness standard were currently with DCC Gwynne for review. DCC Fitzpatrick also agreed to review the communications.

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