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MINUTES OF THE STRATEGIC LEADERSHIP BOARD

DATE: 26th July 2017

LOCATION: Tulliallan

CHAIR: Iain Livingstone, Deputy Chief Constable (Designate)

MEMBERS PRESENT

David Page, Deputy Chief Officer
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)
Andy Cowie, Assistant Chief Constable (Local Policing North)
Nelson Telfer, Assistant Chief Constable (Service & Protection)
Mark Williams, Assistant Chief Constable (Local Policing West)
Malcolm Graham, Assistant Chief Constable (Strategic Change)
Bernie Higgins, Assistant Chief Constable (Operations and Justice)
Martin Leven, Director ICT
Jude Helliker, Director People and Development

In attendance

Chris Starrs, Head of Corporate Communications
Colette Sherry, Head of Physical Resources
Paul Anderson, Chief Superintendent (Divisional Commander Representative)
Angela McLaren, Chief Superintendent, Organisational Development)

Apologies

Chief Constable Gormley
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)
Steve Johnson, Assistant Chief Constable (Crime)
Wayne Mawson, Assistant Chief Constable (Local Policing East)
John Hawkins, Assistant Chief Constable (Local Approaches to Policing)
James Gray, Chief Financial Officer

1. CHAIR'S OPENING REMARKS

The Chair welcomed attendees to the meeting, particularly Mr Craig Suttie, ASPs.

2. ASPS Resilience Survey

The Chair introduced Craig Suttie and advised that he and the Chief Constable had recently met with ASPS to discuss the findings of the Resilience Survey and felt it would be beneficial to discuss at the Strategic Leadership Board. The Chair invited Mr Suttie to talk through the previously circulated paper.

Mr Suttie identified the key findings from the report, the ongoing improvement activity including the focus on wellbeing being driven by DCC Livingstone, and the challenges that still remain. Discussion followed about the progress that has been realised and future opportunities.

Mr Suttie explained that ASPS has been invited to present the findings of the Survey to the SPA People Committee on 22nd August 2017.

The Chair thanked Mr Suttie for attending the meeting.

3. MINUTES & ACTION LOG

3.1 Minutes of Previous Meeting

The minutes of the previous meeting were approved by members.

3.2 Action / Decision Log

The action log was reviewed and updated.

Force Governance Boards

4. Force Transformation Board

4.1 Policing 2026

ACC Graham provided an overview of the recent planning days and future expectations for these days. He explained that the Transformation Board and SLB are likely to take place on the same day going forward and work is ongoing to finalise the governance framework. He advised that a new portfolio control group was being introduced to ensure alignment of programmes and projects.

5. Force Tasking and Delivery Board Overview and Escalated Papers

5.1 Update

DCC Livingstone, provided an overview of the Force Tasking and Delivery Board.

5.2 Performance Framework

DCC Livingstone introduced this item and explained that the evolving performance framework had been well reviewed by members and was recently discussed with the Chief Constable who was broadly supportive. He asked for any final comments.

DCO Page advised that the corporate indicators required further consideration, otherwise there were no additional comments and members endorsed the Performance Framework.

ACC Graham advised that Supt Richard Horan had been appointed to lead on implementing the Framework.

6. Force Corporate Finance and Investment Board

6.1 Update

DCO Page introduced this item advising that the recent Audit Committee discussed the Internal Audit 16/17 which identified good progress in relation to financial management.

DCO Page reminded members of the need to submit business cases for reform projects in order to utilise the available funding.

Discussion followed about the progress against the savings plan and the need to review internal processes to become more efficient and create savings. The focus needs to be on areas where the greatest savings can be made without taking undue operational risks.

DCO Page advised that savings plans and assumptions will be discussed with staff associations and the SPA to ensure agreement from the outset.

SLB endorsed the approach set out by DCO Page.

Force Functional Boards

7. DCO Corporate Services

7.1 General update

DCO Page provided an overview of priority activity being driven by Corporate Services and sought feedback from members in relation to additional areas for action.

ACTION: Review key activities and provide feedback / additional areas of focus to DCO Page.

7.2 Estates Remodelling

ACC Cowie introduced this item and explained the progress that had been made in relation to the Estate Change Project and to sought approval to submit the Estate Strategy Proposal to the Scottish Police Authority Board on 28 September 2017.

ACC Cowie set out the rational for identifying offices for disposal, in line with the Community Empowerment Act, or retention, consistent with the 10 year strategy and providing opportunities for savings.

Discussion followed about the timing of the estates disposal given ongoing consideration about Local Approaches to Policing. It was identified that many of the properties identified for disposal had not been occupied for several years.

Ms Colette Sherry explained that an integrated estates transformation team was being created, including support from Scottish Futures Trust, to ensure delivery of an appropriate estate to support policing.

SLB noted progress, thanked ACC Cowie and his team, and supported the approach as set out.

8. DCC Local Policing

8.1 General Update

ACC Cowie introduced this item in the absence of DCC Fitzpatrick and highlighted areas of particular focus for the Management Board such as iVPD, recruitment of officers, identified training needs and the succession planning approach.

A general discussion followed and Mrs Helliker advised that a review of the process for future postings in respect of those officers awaiting promotion was underway.

9. DCC Crime and Operational Support

9.1 C3IR Update

ACC Telfer provided an update on progress in relation to the C3IR Programme; HMICS recommendations; and business as usual developments within C3 Division.

In particular he identified the intention to seek approval to proceed with the Inverness transition at the SPA Board Meeting in Inverness in September, at which time a supplementary paper in relation to the creation of the NDEU will also be presented.

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ACC Telfer further advised that each stage of the C3IR Programme is underpinned by a Quality Assurance Framework (QAF). Included within this for Inverness is a Scottish Government, Gateway Review, which was conducted between 4th and 5th July.

This review, focussed upon our 'readiness for service', specifically investigating the organisation's readiness to transition call handling and incident management business from Inverness Service Centre and ACR to the PSSC and ACR North.

ACC Telfer advised that the report is overwhelmingly positive, with the readiness to proceed being categorised as GREEN which means:

“Successful delivery of the project / programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.”

ACC Telfer also advised that C3 Division has now successfully discharged 24 of the 30 recommendations made by HMICS with 2 recommendations being completed in the last month.

SLB noted the report

9.2 Proposal for Extended use of Taser

ACC Higgins introduced this item and explained the rationale for proposing to increase the number of officers specifically trained in the use of Taser based on the findings of the Extended Use of Taser Working Group.

He explained to members the preferred deployment model, costs, selection and training requirements. He further set out his proposal for communicating the new deployment model.

Discussion took place between members about the proposal, additional considerations, such as deploying along with body worn video, and potential challenges to extending the use across Scotland.

SLB supported the strategic intention set out by ACC Higgins however it was requested that an update be provided to the August meeting.

ACTION: progress update on Proposal for Extended use of Taser to be provided to next SLB.

10. AOCB

No items were raised therefore the Chair closed the meeting and thanked members for their contribution.