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MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 28th June 2017

LOCATION: Tulliallan

CHAIR: Chief Constable Gormley

MEMBERS PRESENT

Iain Livingstone, Deputy Chief Constable (Designate)
David Page, Deputy Chief Officer
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)
Andy Cowie, Assistant Chief Constable (Local Policing North)
Nelson Telfer, Assistant Chief Constable (Service & Protection)
Wayne Mawson, Assistant Chief Constable (Local Policing East)
John Hawkins, Assistant Chief Constable (Local Approaches to Policing)
Mark Williams, Assistant Chief Constable (Local Policing West)
Jude Helliker, Director People and Development

In attendance

Chris Starrs, Head of Corporate Communications
Gary Ritchie, Chief Superintendent (Divisional Commander Representative)
Gareth Blair, Detective Chief Superintendent (for ACC Johnson)
Sharon Milton, Chief Superintendent (EERP – for ACC Higgins)
Kate Jamieson Detective Superintendent (Item 8)
Angela Terry, Head of Leadership and Professional Development (Item 9)

Apologies

Steve Johnson, Assistant Chief Constable (Crime)
Bernie Higgins, Assistant Chief Constable (Operations and Justice)
Malcolm Graham, Assistant Chief Constable (Strategic Change)
Martin Leven, Director ICT
James Gray, Chief Financial Officer
Colette Sherry, Head of Physical Resources

1. CHAIR'S OPENING REMARKS

The Chair welcomed attendees to the meeting. He identified that Louise Haggarty, Interim Director, People and Development (not present) was shortly to be leaving and noted his thanks, and that of the Executive Team, for her significant contribution during her time with Police Scotland.

The Chair also thanked the Executive Team for their response to recent tragic events and for maintaining business as usual during a particularly challenging period.

He further recognised the honours recently awarded to DCC Rose Fitzpatrick (CBE) and Johnny Gwynne (QPM) through the Queen's Birthday Honours.

The Chief Constable went on to discuss the recent SPA Public Board and the decision taken by Andrew Flanagan, Chair of the SPA, to resign from the Police Authority.

2 MINUTES & ACTION LOG

2.1 Minutes of Previous Meeting

The minutes of the previous meeting were approved by members.

2.2 Action / Decision Log

The action log was reviewed and updated.

3. Matters Arising – Action / Decision updates

3.1 Action 19.17: Performance Development Conversations Update:

Angela Terry provided the update and advised that compliance is currently at 84% across the organisation which is an improvement. Feedback and action plans have been received from Divisional Commanders regarding improving the compliance and this activity to date has led to the improvements identified. Ms Terry advised that the organisation would soon be moving towards the mid-year PDC process.

The Chief Constable commented on the positive improvement and identified that the next stage will be considering the quality of the process and conversations.

3.2 Decision 21.17: Decision taken out of committee to be ratified: Post Incident Procedures

RESTRICTED

The policy was approved in principle however ACC Telfer identified that further consideration needed to be given to matters arising from the implementation of the policy.

Action: ACC Telfer to discuss implementation of policy with CS Alan Speirs and report through DCC Designate to SLB on 26.07.17.

Force Governance Boards

4. Force Transformation Board Overview and Escalated Papers

4.1 Policing 2026: 3 year implementation plan

DCO Page updated the meeting that the Policing 2026 Strategy was approved at the recent SPA Board. The approach to the 3 year strategy was also broadly approved.

DCO Page explained how transformation will be taken forward within the organisation with the introduction of an appropriately staffed Project Management Office. He identified that the Director of Change is due to start on 1st August 2017.

DCO Page discussed the current allocation of project leads and shape of the transformation programme which will be drawn out further during the forthcoming mobilisation workshop.

The Chief Constable identified the need to drill down to a granular level of detail to understand how work is being developed and delivered. He identified that he will Chair the Transformation Board in order to understand how and what is being delivered, including the risks and resourcing requirements.

A discussion followed about the alignment of portfolios and the need to remain focussed on business as usual as the organisation transforms.

The importance of identifying a critical path, maintaining a focus on ICT and the National Network, as well as internal and external communications was agreed by members.

5. Force Tasking and Delivery Board Overview and Escalated Papers

5.1 Update

DCC Livingstone, introduced this item advising that the Tasking and Delivery Board continues to evolve. At the most recent meeting, the draft communications strategy was agreed and the performance framework discussed. The latter needs to be further refined and requires some resource to support development. He commented that much of the required work is being delivered through boards that sit below Tasking and Delivery which is positive.

RESTRICTED

DCC Livingstone advised that ACC Graham will lead on Performance as part of Organisational Governance and step back from the role he has recently been fulfilling once the Director of Change is in post.

The Chair commented that a focus needed to be maintained on productivity as the Transformation programme rolls out with strategic choices to be made about how this capacity is redeployed.

A discussion followed about organisational delivery and agility, shared language and definitions and key issues for members to consider in advance of the scheduled workshop.

6. Force Governance and Resource Board Overview and Escalated Papers

6.1 Update

DCO Page introduced this item advising that the Board had recently been reconstituted. Further review of the agenda and attendees is required. ACC Graham is leading on this.

DCO Page advised that he now has lead responsibility for the Police Scotland elements of the BTP Integration programme. Meetings are to be held with all PS leads to gain better understanding of any challenges arising.

Action: Give consideration to engaging HMICS in identifying risks of BTP integration.

DCO Page advised that further work is required in relation to refining the Force Governance approach.

Action: Map PS boards to SPA boards to understand how business will be progressed

7. Corporate Finance and Investment Board Overview and Escalated Papers

7.1 Update

DCO Page introduced this item advising of overall improvements in the Finance approach.

A discussion followed about the need to consider additional resource to support transformation whilst maintaining focus on business as usual. This may be short term and resourced from the reform budget.

Force Functional Boards

8. DCC Designate

8.1 Abuse of Position for Sexual Purposes

This item was introduced by Detective Superintendent Kate Jamieson who advised that the approach had been endorsed by the NPCC. She advised that adopting the approach placed Police Scotland in a position of strength and provides a structure to formalise processes already in place.

The approach is to be publicly endorsed by the Home Office in July (date yet to be determined).

A discussion followed about opportunities to raise awareness and train staff to prevent escalation. DSU Jamieson confirmed that significant work in this regard is already in hand and that Integrity Matters and the whistleblowing policy will assist in teasing out issues, which is already happening.

DSU Jamieson was thanked for her work in this field which has helped shape national policy.

Members approved the approach outlined. Additional actions remitted to DCC Livingstone to progress and provide an update report to SLB in December 2017.

9. DCO Corporate Services, Strategy and Change

9.1 Defining the Workforce

This item was introduced by DCO Page who outlined the approach to understanding the workforce mix and the importance of what is meant by 'back office', 'non-operational' and 'operational roles'. The Policing 2026 Strategy identifies that officers will be freed up from non-operational activity to increase productivity and deliver more operational policing hours.

DCO Page explained the work ongoing to understand the categories being described and the set of working definitions designed to establish each category. He thereafter sought approval of members for the working definitions which would assist in the continued task of defining the workforce. This would further enable conversations with staff associations.

Decision: definitions to define the workforce approved.

9.2 Mentoring update

Angela Terry introduced this item, described the mentoring programme and how it would be introduced into Police Scotland if approved.

She explained that it would be linked to the current PDC process, identified as a development requirement. Mentors would also be identified through PDCs.

A matching process would then follow ensuring suitability of both mentor and mentee. Skills workshops have been designed to provide support to those acting as mentors.

A discussion followed regarding training and identifying the right people with the appropriate skills and qualities to act as mentors

CS Sharon Milton identified that the Scottish Women's Development Forum had recently been discussing mentoring and this may provide the opportunity for a pilot.

Angela Terry advised that the approach was already being trialled with officers and staff involved in ACDP and Leadership for Outcomes. Ms Terry confirmed that mentoring would form part of the wider talent management approach / leadership strategy.

Action: update Mentoring Programme ensuring appropriate checks and balances are in place, and demonstrate as part of the wider leadership strategy. Report back to SLB on 26 July.

10. DCC Local Policing

10.1 Gaelic Language Plan - Bilingual Corporate Identity

ACC Cowie introduced this item advising that the Police Scotland Gaelic Language Plan was introduced in October 2015. He explained that he was seeking approval for the implementation of bi-lingual signage, on a cost neutral basis, in a pragmatic approach to incorporating Gaelic into the corporate identity.

ACC Cowie further advised that replacement would be on a renewal only basis. Additionally he was seeking approval for the introduction of a bi-lingual email signature for relevant officers and/or officers working in relevant communities.

DCC Fitzpatrick added that the introduction of signage and email would be more nuanced across the country. As a single organisation it would be appropriate to introduce nationally as, for example, vehicles are relocated across the country. Vehicle and external signage would be the minimum requirements.

ACC Cowie advised that 34 officers across Scotland are fluent Gaelic speakers and have been engaged as champions to identify opportunities in line with the Police Scotland Gaelic Language Plan. Members approved the approach.

Decision: Implementation of bi-lingual signage and modification of the standard email signature to meet commitments set out in police Scotland's Gaelic Language Plan approved.

11. DCC Crime and Operational Support

11.1 C3IR Update

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

He advised that the Gateway Review by Scottish Government was expected to be conducted between 4th and 5th July, 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.

HMICS will also undertake a complementary suite of assurance activity which will be presented to colleagues to consider in advance of any request to proceed.

ACC Hawkins updated members that he had briefed the SPA C3 Governance and Assurance Group on 8th June 2017, in detail in relation to the National Database Enquiry Unit (NDEU), following which it was agreed that a paper would be taken to the SPA Board Meeting on 24th August 2017, outlining proposals for:

- An NDEU to be opened in Inverness;
- The NDEU to be supported by the existing PNC Unit in Govan, who will also become an integral part of the NDEU; and
- Both sites to operate on a 24/7 basis.

ACC Hawkins advised that staff and stakeholder engagement had already been undertaken, with further activity planned. This would mean that jobs would be maintained for those who wanted to remain.

ACC Hawkins further advised that he will also visit the three Island councils to ensure they are sighted and included in any decision.

In relation to HMICS recommendations, ACC Hawkins advised members that, since the last update, 2 further recommendations have been discharged taking the total discharged to 22. Of the 8 remaining, 2 are in the final stages of approval with 4 being partially discharged and 2 remaining open.

DCC Fitzpatrick welcomed the work that had been undertaken and appreciated the local engagement. She pointed out the need maintain a focus on where posts are being reduced as the organisation transforms.

RESTRICTED

She added this matter had been raised at a recent Divisional Commanders meeting and there remains a need to ensure a dispersed model is continued despite the single service.

DCC Fitzpatrick suggested there was an opportunity to explain the full picture around the numbers of officers and staff employed in any location.

A discussion followed about the need to be aware of the potential impact of decisions from different change projects and how these might affect local employment.

Members noted the paper

12. AOCB

12.1 The Chair raised the matter of readiness for PNAC and suggested the rebuttable presumption will be that applicants are in post as Chief Superintendent for 2 years (business cycles) in order to be considered ready to apply. This is to support partnership working. If suitable and supported, following the course candidates should be prepared to go back to their previously occupied post. Candidates will also need to be prepared to apply for posts out with Scotland.

DCS Gareth Blair raised the point that NPCC are currently seeking Superintendents to apply therefore this decision is contrary to current expectations.

The Chief Constable advised that the Police Scotland challenges differed from that in English and Welsh forces. He further identified that there are opportunities to complete the course on a modular basis over 15 months.

Discussion followed regarding candidates' readiness forming part of the PDC approach and providing clear communications to potential candidates, starting the process a month earlier next year and engaging ASPS in the process.

12.2 The Chair advised that he had recently met with Chief Superintendent Gordon Crossan from ASPS who had raised the output of the Superintending rank survey. The Chair confirmed that he had asked CS Crossan to attend the SLB on 28 July to provide an update to members.

ACTION: CS Gordon Crossan, ASPS, to be invited to SLB on 28 July 2017 to present a paper identifying the issues raised though the Superintendents' Survey.

The Chief Constable closed the meeting and thanked members for their contribution.