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MINUTES OF THE STRATEGIC LEADERSHIP BOARD

DATE: 29th August 2017

LOCATION: Police Headquarters, Tulliallan

CHAIR: Iain Livingstone, Deputy Chief Constable (Designate)

MEMBERS PRESENT

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)
Wayne Mawson, Assistant Chief Constable (Local Policing East)
John Hawkins, Assistant Chief Constable (Local Approaches to Policing)
Steve Johnson, Assistant Chief Constable (Crime)
Bernie Higgins, Assistant Chief Constable (Operations and Justice)
Jude Helliker, Director People and Development
Neil Dickson, Director of Change
Colette Sherry, Head of Physical Resources

In attendance

Chris Starrs, Head of Corporate Communications
Brian McNulty, Chief Superintendent (Divisional Commander Representative)
Angela McLaren, Chief Superintendent (Organisational Development)
Gillian MacDonald, Chief Superintendent (Leadership & Professional Development)

Apologies

Phil Gormley, Chief Constable
Mark Williams, Assistant Chief Constable (Local Policing West)
Nelson Telfer, Assistant Chief Constable (Service & Protection)
Malcolm Graham, Assistant Chief Constable (Strategic Change)
Martin Leven, Director ICT
Tom McMahan, Director of Business Integration
James Gray, Chief Financial Officer

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1. CHAIR'S OPENING REMARKS

The Chair welcomed attendees to the meeting, particularly Neil Dickson as his first meeting as Director of Change.

2. MINUTES & ACTION LOG

2.1 Minutes of Previous Meeting

The minutes of the previous meeting were circulated and any amendments identified were asked to be considered by members out with the meeting.

2.2 Action / Decision Log

The action log was reviewed and updated.

3.0 MATTERS ARISING

3.1 Improvements in Equality and Diversity (Action 13.17)

DCC Livingstone introduced this paper identifying the purpose was to demonstrate the breadth of activity undertaken and underway across the organisation in furtherance of our Equality and Diversity Outcomes.

Members noted the paper.

3.2 Deployment of Taser - Update (action 32.17)

ACC Higgins introduced this item and provided members with an update of activity since the last meeting.

He advised that significant consultation had taken place with Divisional Commanders who were supportive of the approach and had provided feedback on the proposed deployment model, including timescales for implementation and differences in deployment depending on geographical area and identified need.

ACC Higgins explained that the Compliance Unit would be subsumed into the Firearms Policy Unit.

Members discussed the proposed approach, training requirements and the importance of communication and stakeholder engagement.

Members noted the Paper

Action: Going forward this will be a Standing item for SLB

Action: Engagement / Communication plan to be discussed at SLB on 27 September 2017

3.3 HOLMES

ACC Johnson introduced this item, seeking SLB approval to recruit officers and staff from within Police Scotland establishment to be trained in HOLMES and to form a national cadre of HOLMES users to facilitate deployments in times of critical business needs.

He identified the current staffing challenges and need to support re-investigations instructed by COPFS. He further explained options being considered within SCD to best manage demand within the current staffing arrangements as well as options to consider for augmenting current staffing levels across divisions.

Discussion followed outlining opportunities to be more flexible with the staffing model without placing additional demand on officer resources.

Members noted the paper and the need for immediate action to be taken.

Action: Proposals for additional HOLMES staff to be further discussed at SLB on 27 September.

4. Force Tasking and Delivery Board (FT&DB)

DCC Livingstone introduced this item, advising the meeting was becoming more effective as members become more familiar with the structure and expectations.

He identified particular areas for focus, such as iVPD, as well as areas that have delivered significant improvement, such as acquisitive crime.

4.1 Drug Strategy

ACC Johnson introduced this item which was presented at FT&DB to provide an overview of Police Scotland's Drug Strategy Group (DSG) and Drug Action Group (DAG). He explained how the groups are aligned to SG led Partnership for Action on Drugs in Scotland (PADS) to support a partnership approach to positively impact on drug misuse across Scotland.

Members noted the paper.

4.2 Wildlife Crime

ACC Johnson introduced this item which was presented at FT&DB to provide an overview of Police Scotland's approach to Wildlife Crime and an awareness of a Wildlife and Rural Crime Initiative for which Scottish Government funding has been secured.

Members endorsed the approach set out.

Action: Develop proposals for considering sponsorship opportunities for Police Scotland.

5. DCO Corporate Services, Strategy and Change

5.1 DCO Page introduced this item, explaining that the Corporate Finance and investment board remains out of synch with the current governance arrangements.

He further advised that Tom McMahon was working with directors to develop corporate indicators as part of the Performance Framework.

Discussion followed about the submission of Business Cases and that a finance support unit was being developed to assist with business case development.

The DCO further advised that the process for next year's approach to bidding for reform funding would be improved, learning the lessons from the current year.

Members welcomed this, identifying the opportunity for engagement with Divisional Commanders earlier and setting out the parameters for seeking funding.

Discussion followed about the process to be adopted to initiate new projects and bid for funding.

Action: Explain new structures, posts, roles and responsibilities at the Executive planning day on 07 September 2107.

DCO Page thereafter advised that discussions were scheduled with Unions about what transformation funding is being spent on and the roles and responsibilities of new staff supporting transformation.

5.2 Leadership

DCC Livingstone identified that Leadership is a significant deliverable for Year 1 of the 2026 Strategy as mentioned by the Chief Constable at the recent SPA Board. He invited CS Gillian MacDonald to speak to the item.

CS MacDonald outlined proposals for a new Leadership Development Framework for Police Scotland and sought agreement to make progress on the identified priorities.

She explained that she had engaged with many of the staff associations in the development of the approaches set out which were largely based on the College of Policing (CoP) model. She advised that the CoP model would need to be adapted to conform with Police Scotland values.

CS MacDonald further set out her aspirations to develop the SPC as an International Centre of Excellence and the opportunities this would present.

Discussion followed about how these ambitions might be achieved.

Members noted and supported the activity as set out.

Action: Standing item for future SLBs

6. Force Governance and Resource Board (FG&RB)

6.1 DCC Livingstone provided an update on recent business at the FG&RB.

7. Local Policing

DCC Fitzpatrick identified that she had made arrangements to discuss the need for a Local Policing Management Board and governance requirements with Neil Dickson. Operationally she identified unplanned budget pressures.

DCC Livingstone identified that he had approved transfer of overtime in consideration of this issue.

DCC Fitzpatrick also identified that the post of Divisional Commander in J Div had been advertised and that she had written to the 4 local authorities seeking their views in respect of the new post holder.

She further advised members that all 32 Local Authorities were now affiliated to COSLA.

8. Crime and Operational Support

DCC Gwynne advised that he also has no management board and sought advice as to what was required and what value this would bring to his business area.

He advised of the positive work ongoing in C3 and Public Protection.

8.1 C3IR Update

ACC Hawkins presented this item advising that papers in respect of both the transition of business from Inverness ACR and Service Centre and the creation of the NDEU will be presented at the next meeting of the SPA Board, which is being held in Inverness on 28th September 2017.

He further advised that C3 Division has now successfully discharged 25 of the 30 recommendations made by HMICS.

C3 Division have also recorded 187 Notable Incidents. Of this total 5 have been referred to PIRC and 13 are positive Notable Incidents. The number of Notable Incidents recorded equates to 0.01% of the total number of calls received, both for emergency and non-emergency.

8.2 Temporary Traffic Regulation Orders

ACC Higgins introduced this item and outlined the disparate approach to the application of TTROs across Scotland. Event Commanders require to apply a consistent approach to pre-planned events.

He identified that counsel opinion provides that common law powers available to the police in order to keep the peace, prevent crime and protect life and property do not extend to a power to close roads or restrict traffic for pre-planned events. Police would only invoke such common law powers if the roads authority had failed to discharge their duty which resulted in an immediate risk to the safety of the public.

Decision: Approach in line with Council opinion to be implemented. TTRO to be obtained under Section 16A of the Road Traffic Regulation Act 1984 where a roads authority believe restrictions are required.