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Author:	CI Lyn Ross	Organisation:	Police Scotland
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MINUTES OF THE SENIOR LEADERSHIP BOARD

DATE: 30th March 2017
LOCATION: Graham Room, Tulliallan
CHAIR: Chief Constable Gormley

MEMBERS PRESENT

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 (Service & Protection)
Bernie Higgins, Assistant Chief Constable (Operations and Justice)
Mark Williams, Assistant Chief Constable (Local Policing West)
James Gray, Interim Chief Financial Officer
Louise Haggarty, Director People and Development

IN ATTENDANCE

Chris Starrs, Head of Corporate Communications
Gerry McLean, Detective Chief Superintendent
Angela McLaren, Chief Superintendent, Head of Organisational Development
Stephen McAllister, Chief Superintendent (Divisional Commander Representative)
Graham McNarlin, Superintendent, Head of Executive Support

APOLOGIES

Iain Livingstone, Deputy Chief Constable (Designate)
David Page, Deputy Chief Officer
Steve Johnson, Assistant Chief Constable (Crime)
Malcolm Graham, Assistant Chief Constable (Strategic Change)

1. CHAIR'S OPENING REMARKS

The Chief Constable opened the meeting and welcomed those new to the meeting.

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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 FOR DECISION / APPROVAL / DISCUSSION

3.1 Estates Update

ACC Cowie provided an overview of the delivery of the estates strategy and outlined proposals for reporting progress to the SPA, timelines for activity and updated communications and engagement proposals.

He advised that engagement had taken place with Staff Associations and agreement reached about the requirement to consult.

He highlighted ongoing activity to deliver models of smarter working which present opportunities to maximise use of space and outlined the ongoing relationship with Scottish Futures Trust in considering these possibilities.

Members noted:

- the proposed approach to report Estate Strategy to the SPA;
- the proposed timeline for delivery of reports to the SPA and to complete communications and engagement.
- the revised communications and engagement Key Messages; and
- progress with Smarter Working pathfinder projects at Falkirk and Dalmarnock, approving in principle these two pilots with a review date to be set for the end of May 2017.

ACTION: Bring proposal for properties out with the local policing estate to a future CC/DCC/DCO meeting. DCCs will make final approval under DCOs Corporate plan.

3.2 Formal Consultation Method of Carriage and Armed Policing Deployment Model

ACC Higgins presented this agenda item, seeking approval for an amendment to the method of carriage of weapons by Armed Response Vehicle (ARV) officers, the ARV deployment model and internal and external strategic engagement.

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He set out the previous and current deployment models which have been in place and alluded to the public scrutiny and debate which has given rise to consideration of a range of options for future deployment, which he outlined.

Members considered the options and approved, as a minimum, the recommended approach for Clip On/Off holsters to be adopted in terms of the method of carriage for ARV officers.

Two further recommendations, relating to deployment in support of Divisional / Local communities and formal internal and external engagement on the deployment model, were approved.

3.3 Business Continuity Planning

DCC Gwynne introduced this agenda item and provided colleagues with an overview of Business Continuity Management (BCM). He proposed a change of BCM lead to Emergencies, Events & Resilience Planning (EERP) under ACC Higgins.

DCC Gwynne explained that BCM has, since 2013, aligned to the Risk & Business Assurance function within Corporate Governance. This has allowed for the successful delivery and embedding of Business Continuity plans across all business areas of Police Scotland. Due to the close links with EERP's emergency and resilience planning it has become clear that BCM is a major factor in the majority of EERP portfolios.

DCC Gwynne outlined that whilst business continuity is in a relatively strong position, the time is now appropriate to capitalise on the synergies with EERP and with partner agencies. He explained the approach will enable further enhancement of the Police Scotland business continuity system and enable the more effective development of national resilience arrangements.

Members noted the content of the report and approved the proposed change of BCM lead to EERP under ACC Higgins, along with relevant posts and resources.

4 STANDING ITEMS

4.1 Financial Planning: Grip and Governance

James Gray provided an update on the current financial position, confirming that the 17/18 budget had been approved. He went on to explain that budgets are now being broken down into DCC / ACC level. These budget levels will be communicated over the coming weeks.

Mr Gray added that the new finance board would commence in April.

Members noted the update provided.

4.2 Culture, Leadership & Engagement

Louise Haggerty provided an update on this agenda item. She outlined the current progress on the selection process which would continue for Superintendents and Chief Inspectors until the end of June 2017.

She advised colleagues that in response to feedback from the Senior Leaders Forum regarding completion of Performance Development Conversations (PDC), the deadline will be extended to the end of April 2017. Additional briefing sessions would also be made available and Management Information provided to Divisional Commanders to assist with improving compliance rates.

ACTION: Management information regarding PDC timescale compliance to be brought to SLB on 24.05.17

A discussion followed in respect of the Inspecting rank forum. It was agreed that some actions would remain ongoing and delivered through Policing 2026. These actions should be closed when appropriate however if the work remains ongoing the action must be owned and delivered.

ACTION: Bring update on PI Review to SLB on 24.05.17

Louise Haggerty provided an update regarding posts being recruited in support of staff engagement.

Members noted the update provided.

4.3 Policing 2026 / Annual Police Plan

CS Angela McLaren advised members that the Annual Police Plan for 2017/18 would be laid before Parliament tomorrow (31.03.17). The publication would be supported by a limited communications plan given the continuing consultation on Policing 2026 and the desire not to conflict with this.

The priorities outlined for the year ahead, identified through feedback from communities and the Strategic Assessment, are very much in accord with 2016/17.

Policing 2026 Consultation

CS Angela McLaren provided an overview of the consultation responses. To date, half way through the consultation period, 540 responses have been received with the majority being positive.

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Suggestions were offered regarding improving the demographic profile of respondents. In relation to engaging with young people suggestions included: the Police Scotland Youth Volunteers; current probationer intake; the Youth Parliament; and Young Scot and the opportunities they may offer.

CS McLaren thereafter provided an update to members on her recent input on Policing 2026 to the Scottish Police Federation Conference.

Members noted the update provided.

4.4 C3 Integration and Remodelling Programme Update

ACC John Hawkins introduced this item. He advised colleagues of the successful transition of call handling activity from the Area Control Room and Service Centre based in Aberdeen, with all calls (both 999 and 101) being answered within the PSSC and the management of police incidents being controlled from ACR North, in Dundee. He thanked colleagues for their support and identified that the transition had been particularly difficult for affected staff many of whom had since taken up the offer of voluntary redundancy.

ACC Hawkins provided colleagues with an update in relation to HMICS Recommendations, Notable Incidents and the overview of on duty staff.

He then turned to the recent publication of the HMICS review of forensic medical services provided to victims of sexual crime in Scotland which describes an unsuitable and unsustainable position. He further advised that the Justice Secretary Michael Matheson recently announced that the Chief Medical Officer had agreed to convene a group of key experts to ensure NHS Boards are in a position to meet new National Standards and to examine closely the concerns and recommendations made by HMICS.

The continued concern of under-reporting was then discussed by members with the opportunity suggested of working with third party advocates to better understand the reasons for this.

Members noted the update provided.

4.5 Resource Deployment Project

ACC Williams provided an update on the Resource Deployment Project advising that, following the previous update, work has continued in relation to organisational change to a future structure and the alignment of legacy Resource Deployment processes.

Improvements have already been realised in the use of SCOPE for Sergeants and Inspectors. The previous Annual Leave issues have been

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largely resolved with a revised annual leave protocol introduced for leave year 2018/19.

New processes and procedures are being communicated however it was noted that there is an opportunity to demonstrate that the organisation has listened and made improvements.

ACC Williams went on to explain that three options are being further developed and it is anticipated that these will be presented to the Project Board on 29 March 2107 along with the required 'No Change' option for approval to submit these as the shortlist options to the Transformation Board.

The options being developed consist of a single national hub, 3/4 regional hubs and an Advisor only option.

ACTION: Resource deployment proposal to be discussed at CC meeting on 07.04.17

A discussion then followed about shift patterns and how well these currently match against demand. It was noted that Divisional Commanders decide the appropriate model based on local demand analysis.

Members noted the update in relation to the Resource Deployment project.

5. AOB

The Chief Constable raised the matter of officer safety and organisational understanding of assaults on officers, use of weapons, officer safety tactics and protective equipment.

ACC Higgins identified that these matters do not sit within one portfolio and there was a need to agree a single policy lead. He identified that data gathering in respect of the matters raised was also a challenge. He offered to take the lead to provide consistency in practice and policy development.

DECISION: ACC Operations and Justice to take ownership of Officer safety / use of force and introduce an Officer Safety steering group (name TBC) to consider relevant data on assaults, injury, complaints and equipment. This group will also provide comparisons with the rest of UK.