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Author:	<b>CI Lyn Ross</b>	Organisation:	<b>Police Scotland</b>
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## **MINUTES OF THE STRATEGIC LEADERSHIP BOARD**

DATE: 12th December 2017

LOCATION: Tulliallan

CHAIR: Iain Livingstone, Deputy Chief Constable (Designate)

### **MEMBERS PRESENT**

David Page, Deputy Chief Officer (Agenda Item 9 only)  
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)  
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)  
Malcolm Graham, Assistant Chief Constable (Strategic Change)  
Nelson Telfer, Assistant Chief Constable (Service & Protection)  
Wayne Mawson, Assistant Chief Constable (Local Policing East)  
Gillian MacDonald, T/Assistant Chief Constable (Crime and Protection)  
Alan Speirs, T/ Assistant Chief Constable (Professionalism and Assurance)  
Jude Helliker, Director People and Development  
James Gray, Chief Financial Officer  
Tom McMahon, Director of Business Integration  
Neil Dickson, Director of Transformation

### **In attendance**

Chris Starrs, Head of Corporate Communications  
Martin Low, ICT  
Duncan Sloan, Detective Chief Superintendent, Specialist Crime Division  
Brian Currie, Procurement  
Angela McLaren, Chief Superintendent, Governance  
Daniel Hatfield, Superintendent, Executive Support  
Gregg Banks, Superintendent, Strategic Engagement  
Kirsty-Louise Campbell, Strategic Planning  
Mark Lundie, Superintendent, Corporate Governance

### **Apologies**

Steve Johnson, Assistant Chief Constable (Specialist Crime & Intelligence)  
John Hawkins, Assistant Chief Constable (Local Policing North)  
Mark Williams, Assistant Chief Constable (Local Policing West)  
Martin Leven, Director ICT  
Colette Sherry, Head of Physical Resources

## **1. CHAIR'S OPENING REMARKS**

DCC Livingstone welcomed attendees and advised that the meeting had a full agenda given the number of items that were going forward to the forthcoming SPA Board in Dundee.

## **2. MINUTES & ACTION LOG**

### **2.1 Minutes of Previous Meeting**

The minutes of the previous meeting were approved by members present.

### **2.2 Action / Decision Log**

The action log was reviewed and updated.

## **3. Matters Arising – Action / Decision updates**

### **3.1 Abuse of Police Powers update**

T/ACC Speirs introduced this item which was first presented to SLB in June. The policy is currently in the final stages of consultation. It is recognised as good practice, initially developed in Scotland and later picked up by NPCC.

**Members endorsed the ongoing work and consultation.**

**Action: Progress to SPA / SG / Staff Association consultative forum**

## **4. Force Tasking and Delivery Board**

### **4.1 Overview**

DCC Fitzpatrick provided an update in relation to the T&DB. She advised that the Performance Framework was being further developed through this forum along with the approach to engagement.

Two items were remitted from this Board for the attention of SLB.

### **4.1 Domestic Abuse (Scotland Bill) Training Implications**

T/ACC Gillian MacDonald introduced this item and advised that she was seeking approval to procure external Domestic Abuse training for officers and staff, ahead of the enactment of the Domestic Abuse (Scotland) Bill in early 2019. She explained that the Scottish Government had agreed to fund the training which would focus on more complex behaviours in relation to Domestic Abuse such as coercion, emotional and financial control.

All operational officers and Area Control Room staff would need to be trained, with the training co-ordinated through Leadership and Professional Development.

**Decision: SLB supported the paper and agreed to move to procurement for the training.**

**Action: P&D to develop a process and structure to review and prioritise Force Training requirements.**

**Action: Given the priority status of Domestic Abuse, once in place the Force Executive will participate in Domestic Abuse Training**

## **4.2 Strategic Planning Framework**

Ms Kirsty-Louise Campbell introduced this item to the meeting and sought approval for a holistic Strategic Planning Framework (the 'Framework') for Police Scotland.

She further described the products that will form the infrastructure of the Framework and how these will align in a 3 year planning cycle. These include the following which are informed by the National Strategic Assessment and Strategic Forecast (Horizon Scanning) documents, underpinned by the Performance Framework:

- Scottish Government: National Outcomes, Strategic Police Priorities and national strategies;
- SPA/Police Scotland: Policing 2026 Vision & Strategy;
- Police Scotland: 3 Year Implementation Plan; and
- Annual Police Plan, Enabler Strategies, Corporate Support Services Plan, Departmental Business Plans and Local Policing Plans.

Ms Campbell advised members that the next product will be the Annual Police Plan which is due to be presented to the Tasking and Delivery Board before being circulated for consultation.

A discussion followed confirming that the only elements required by legislation are the Local and Annual Police Plans therefore the additional plans are at the discretion of Police Scotland to produce and share. Ms Campbell also confirmed that the 2026 Strategy: Serving a Changing Scotland, will be refreshed every 3 years in line with the SPAs requirements to review and refresh their strategy.

Members agreed the need to co-ordinate planning and consolidate plans, appreciating the additional capacity that would be required to support this, especially at the national level.

**Members endorsed the Strategic Planning Framework**

## **5. Resource Governance Board**

### **5.1 Overview**

DCC Fitzpatrick provided an update from the recent Resource Board (RGB), advising that a number of posts had been agreed. She also updated members on the progress of the reporting dashboard which had been developed to understand how resources were shared across business areas.

Jude Helliker advised members that 18<sup>th</sup> December was the closing date for notes of interest for the Chief Superintendent vacancies. She also advised that she intended to bring forward a paper to RGB to commence a promotion process for Superintendent to Chief Superintendent.

**Members noted the update.**

## **6. Corporate Finance and Investment Board**

### **6.1 Overview**

Mr James Gray advised members of the current position with the Police Scotland budget adding that Business cases for Finance and ANPR were being progressed. He explained that improvements in the approach to asset replacement and business case development will improve budget planning going forward.

**Members noted the update.**

## **7. Change Board**

### **7.1 Portfolio Governance Update**

Mr Neil Dickson introduced this item regarding the processes relating to the Investment Governance Framework, the funding of projects, the allocation of project resource and how this can be most effectively managed.

He proposed that going forward Change Board will replace Finance Board as the ultimate approving authority within Police Scotland for Business Cases.

Neil Dickson explained the areas that would require further approvals such as any major policy implications which would be escalated to SLB for approval (at discretion of SLB Chair) and any reform funding which would need to be approved as per SPA/SG approvals.

He further explained that the Director of Change will have delegated authority to an agreed budget that can be allocated to Small Change activities and also to support any feasibility work that needed to be undertaken. He advised that this approach would allow Small Change and feasibility work to be approved, progressed quickly and reduce number of approval routes currently required.

In relation to Resource request he further advised that all requests for resource to support change projects/ initiatives will be directed through the Change Board. All requests for BAU resource will be directed through the Tasking & Delivery Board. The Resource Governance Board will review all requests for resource and make any required prioritisation decisions regarding resource allocation.

**Members approved for Change Board to receive delegated budget for new projects and approve change resource bids for remitting to Resource Governance Board.**

Discussion followed about the routes and processes for approving resource bids. It was agreed that this required further clarification.

**Action: Ch. Supt Governance & Assurance to articulate how resource bids are progressed through Tasking and Delivery and Change Board to ensure collective understanding.**

**Decision: Ch. Supt Governance & Assurance will ensure business is appropriately progressed, working with the Chair of each Board.**

## **7.2 3 Year Plan**

Neil Dickson and Kirsty-Louise Campbell introduced the 3 year plan, explaining that all members had contributed to its development. It was explained that the supporting financial plan would not be available until March 2018.

ACC Graham advised that significant external engagement had taken place in respect of the plan with no distinctly negative feedback being received. He advised that the plan would be ready to issue to SPA the following day (13.12.17).

**Members endorsed the Plan and agreed to present to SPA Board on 19.12.17**

## **7.3 Local Approaches to Policing**

ACC John Hawkins provided an overview of the programme and explained that it is being delivered by 3 projects:

- How public contact the police;
- Improving the way threat, risk and vulnerability is assessed as first point of contact to enable the most appropriate response to be provided; and
- Establishing a true understanding of the demand for policing services across the country.

ACC Hawkins further advised that, due to the differing needs of communities a 'one size fits all' approach is unlikely to deliver success therefore the programme will work with local command teams, staff and officers to identify, develop and implement changes to policy and practice to best serve local needs.

ACC Mawson advised that initial positive feedback has been received from a recent meeting of the Scottish Government Justice and Health Board where real benefits are anticipated across both sectors.

A discussion followed about opportunities to learn from Forces who had implemented similar models and identify approaches that have delivered positive outcomes and the benefits and opportunities of involving the public in shaping the public contact element of the programme.

**Action: Work with Roads Policing to review opportunity to introduce more efficient data recording for RTCs (CRASH)**

**Action: seek opportunity to involve the SPA in public engagement including to help shape contact strategy**

**Action: Progress update required for SLB in January**

## **8. DCC Local Policing Overview and Escalated Papers**

### **8.1 General Update**

DCC Fitzpatrick provided an overview of recent business within Local Policing. She updated members on the recent Parliamentary evidence session which was attended by Chief Superintendent Gary McEwan. She also advised that three Divisional Commanders were to be attending the Strategic Command Course in the New Year and that suitable replacements had been identified for the duration of the course.

Two items had been identified for escalation to SLB from the Local Policing business area:

### **8.2 Juvenile Offending Records**

ACC Mawson advised members on the current processes in relation to juvenile DNA retention and recording for cases referred to Children's Hearing where grounds are then "Accepted" or "Established" and highlighted that consideration also needs to be given to where a court has decided to remit a young person to a Children's Hearing with a final case disposal recorded on Criminal History System (CHS).

A discussion followed about the appropriate checks and balances being in place to ensure information and DNA could still be retained in relation to young people involved in more serious offending.

**Members approved the proposals subject to further engagement and communications considerations**

### **8.3 Prostitution Warning Records**

ACC Mawson advised members that the current recording, weeding and retention policy applied by Police Scotland in respect of Prostitution Warnings could be amended to better reflect the victim focused commitment of the organisation.

He proposed that the current retention and weeding policy be reviewed and that warnings delivered to individuals involved in Prostitution are automatically removed from CHS 2 years from the date of insertion. Existing warnings recorded on CHS should be subject to back record conversion.

He advised that the proposal is consistent with the current national disposal weeding policy, complies with Human Rights considerations and reduces the risk of discrimination and stigmatisation suffered by individuals involved in Prostitution.

**Members approved the proposals subject to further engagement and communications considerations**

## **9. DCO Corporate Services, Strategy and Change Overview and Escalated Papers (DCO Page joined the meeting for this item)**

### **9.1 General Update**

DCO Page provided a brief overview of relevant matters within his portfolio including the focus on corporate plans and budget setting.

### **9.2 Leadership Strategy (standing item)**

T/ACC Gillian MacDonald provided an update in relation to the Leadership Strategy. She advised members that the Leadership Engagement Programme had been positively received. A new leadership product was now available: Clarity 4D, which may be of benefit to the force Executive.

**Action: CS MacDonald to introduce Force Executive to Clarity 4D leadership product**

ACC MacDonald also advised that the Mentoring Programme had successfully commenced with a significant number of volunteer mentors. This is in line with the pilot being progressed with the Scottish Women's Development Forum.

She further updated members that the Strategic Command Course is now being offered as a modular course.

**Action: At next planning day discuss opportunities for attendance at PNAC and SCC**

ACC MacDonald advised that she had discussed the forthcoming Senior Leaders Forum with Neil Dickson who was leading on the event. Mr Dickson advised that the event would focus on Serving a Changing Scotland and the 3 year plan.

**Action: Re-issue invitations to Senior Leaders Forum on 16.01.18 along with agenda and focus of the day**

DCC Livingstone thanked T/ACC MacDonald for her work on the Leadership Strategy, supported by Jude Helliker.

**Members noted the update**

**9.3 Staff Pay, Reward and Modernisation (standing item)**

Jude Helliker introduced this item advising members that discussions had taken place with both Scottish Government and SPA since the November SLB and the proposals were acknowledged. She advised that the next step would be to secure approval to move to negotiation.

**Decision: Proposal to be presented to SPA Board on 19.12.17**

**9.4 P&D Restructuring**

Jude Helliker introduced this item proposing relating to the transformation of the People and Development (P&D) function along with the proposed senior leadership structure for P&D.

She advised that work had been underway for some time to make improvements however the opportunity now existed, in line with the Corporate Plan and Serving a Changing Scotland, to use transformation funding to invest in real, short-term improvements and address current gaps in service delivery, and make cost savings through operating more efficiently aligned with future demand.

Discussion followed about ensuring the proposal aligned with wider work being undertaken to redesign the whole of Corporate Services. DCO Page advised that this would be a staged process, with work required in the short term to improve on current practices but the medium to long term ambition is to fully transform in line with the wider strategic change agenda. Jude Helliker advised of the importance of reducing demand before releasing staff.

**Decision: Members endorsed the proposal**

**9.5 Data Protection**

Supt Mark Lundie introduced this item and set out the current arrangements, roles and responsibilities within Police Scotland, to manage compliance with the Data Protection Act 1998 and associated legislation. He advised that

current arrangements would be further bolstered as a result of Data Protection reform in May 2018.

Discussion followed in respect of specific roles and responsibilities.

**Decision: Updated paper to be submitted to SPA Board on 19.12.17**

**Action: Options paper to be prepared for consideration of most appropriate Executive member to undertake role of Senior Information Risk Owner**

## **9.6 GDPR**

Supt Mark Lundie introduced this item and provided an update on the progress by Police Scotland to address the forthcoming measures on Data Protection Reform which are a result of the Data Protection Bill. He advised that this would see the implementation of the General Data Protection Regulation 2016 (GDPR) and Law Enforcement Directive.

He went on to inform members that Information Management, as the lead department, would provide the necessary guidance to the organisation on the process changes which are required to meet legislative compliance. He advised members that the target date for completion of the work is 1 May 2018.

Discussion followed about the resources required to ensure compliance.

**Decision: Updated paper to be submitted to SPA Board on 19.12.17**

## **9.7 Publication Scheme**

Supt Mark Lundie introduced this item and sought approval from the Strategic Leadership Board for Police Scotland to formally adopt the Scottish Information Commissioner's Model Publication Scheme 2017; to agree the classes of information, out with the scope of the Model Publication Scheme, to be proactively published; and to establish a 'Disclosure Log', to publish responses made to requests made under the Freedom of Information (Scotland) Act 2002.

He went on to explain that Police Scotland receive the highest number of requests made annually to a public authority in Scotland under the Freedom of Information (Scotland) Act 2002 (FOISA). The regular publication of commonly requested information under FOISA may lead to a reduced number of requests for information and thereby reduce the current level of demand, in line with the aims of Serving a Changing Scotland.

Discussion followed about the opportunities that may exist, in line with public interest, in publishing certain information.

**Decision: Move towards publication scheme proposal however defer proactive release of FOI for further consideration**

## **9.8 Corporate Plan 17/18**

DCO Page introduced this item and advised members that Police Scotland's previous Corporate Strategy concluded in 2016. With the development of the 2026 strategy, Serving a Changing Scotland, 2016/17 was viewed as a transitional year and consequently work to develop a refreshed corporate strategy was delayed.

He went on to explain that in 2017/18 a significant amount of work was undertaken across corporate services to lay the groundwork for delivery of the strategy including the development of the capability, capacity and structures required to successfully deliver transformation. DCO Page explained that the Plan outlines and coordinates the approach to this work and demonstrates the progress made in year one of the 2026 journey.

**Decision: Members noted the draft and formally approved it as the 17/18 Corporate Plan (subject to minor amendments)**

## **9.9 Professional Services**

DCO Page provided an update to members on expected professional services spend over the period to 2020/21 in advance of this detail being shared with the SPA in closed session on 19 December 2017.

He reminded members that SLB agreed on 27 September 2017 that support from the professional services market should be sought across a range of areas undergoing transformation in line with the ambitions set out in the Serving a Changing Scotland strategy. However this approach would only be adopted if staff with the required skills weren't already available within the organisation or couldn't be recruited through normal processes.

DCO Page advised that engagement would take place across the organisation but specifically with Staff Associations and Unions to apprise them of the rationale for the approach which is required to effectively deliver transformation and achieve the resulting benefits.

**Decision: Members supported the proposal and agreed for it to be presented to SPA Board on 19.12.17 (noting indicative costings and full business cases will be presented for each item)**

## **10. DCC Crime and Operational Support Overview and Escalated Papers**

### **10.1 General Update**

DCC Gwynne provide a general overview of his business area for the awareness of members. He advised that papers relating to deployment of Conductive Electric Devices (CED), the deployment model for Firearms Officers and Unmanned Aerial Vehicles would be presented to the forthcoming SPA Board.

He further advised that some restructuring within SCD was ongoing in respect of the new ACC portfolios.

## **10.2 C3IR Update**

ACC Telfer advised members that the C3IR Programme is nearing completion, with the transition of business from Inverness ACR and Service Centre to ACR North and the Police Scotland Service Centre (PSSC), and the creation of the National Database Enquiry Unit (NDEU), being all that remains to be delivered.

He further advised that C3 Division has successfully discharged 27 of the 30 recommendations made by HMICS and he would be speaking to this matters at the forthcoming SPA Board.

**Members noted the update.**

## **11. AOCB**

### **11.1 ACC Professionalism and Assurance**

DCC Livingstone introduced this item, explaining the rationale for introducing the ACCs post for Professionalism and Assurance. He advised that there was some re-parenting of responsibilities required and the ACC role would report to various DCCs/DCO depending on the portfolio. He commented that the role provided an opportunity to focus on Ethics and Values as well as internal scrutiny on a thematic basis.

### **11.2 Meeting Schedule 18/19**

CS McLaren advised that the meeting schedule for Force Governance would be discussed at the forthcoming planning day.

No further items were raised for discussion therefore DCC Livingstone closed the meeting and thanked members for their contribution.