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## **MINUTES OF THE STRATEGIC LEADERSHIP BOARD**

DATE: 14 March 2018

LOCATION: Scottish Police College, Tulliallan

CHAIR: Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)

### **MEMBERS PRESENT**

David Page, Deputy Chief Officer  
Malcolm Graham, Assistant Chief Constable (Strategic Change)  
Nelson Telfer, Assistant Chief Constable (Service & Protection)  
John Hawkins, Assistant Chief Constable (Local Policing North)  
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  
Martin Low, Interim Director of ICT

### **In attendance**

Kenneth Hogg, SPA (Agenda item 2 only)  
Chris Starrs, Head of Corporate Communications  
Collette Sherry, Head of Physical Resources  
Gregg Banks, Superintendent, Strategic Engagement  
Chief Supt Graeme Murdoch, D Division, Local Policing Commander  
Christina MacLucas, (Agenda item 4.2 only)  
Kirsty Louise Campbell, (Agenda item 9.4 only)

### **Apologies**

Iain Livingstone, Deputy Chief Constable (Designate)  
Rose Fitzpatrick, Deputy Chief Constable (Local Policing)  
Steve Johnson, Assistant Chief Constable (Specialist Crime & Intelligence)  
Mark Williams, Assistant Chief Constable (Local Policing West)

## 1. CHAIR'S OPENING REMARKS

DCC Gwynne welcomed all attendees to the meeting and introduced Mr Kenneth Hogg, Interim Chief Executive of the SPA, who was attending the meeting to discuss Certificates of Assurance as per agenda item 2.

## 2. Certificates of Assurance

Kenneth Hogg introduced this item outlining the background, process and requirements relating to the completion of Certificates of Assurance. Mr Hogg outlined the benefits of fully engaging in the preparation and production of the Certificates and how this can be utilised as one of Police Scotland's systems of internal control. James Gray outlined previous learning informing members of the benefits from engaging early in the process to ensure both timely and sufficiency of detail is captured within the 'Statement of Internal Control' questionnaire.

**Action: James Gray to issue memo outlining timeline, guidelines and process management in relation to the requirement to complete Certificates of Assurance.**

Mr Kenneth Hogg left the meeting following agenda item 2.

## 3. MINUTES & ACTION LOG

### 3.1 Minutes of Previous Meeting

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

### 3.2 Action / Decision Log

The action log was reviewed and updated.

### 3.3 Matters Arising – Action / Decision updates

#### **Terms of Reference – Primary Boards**

ACC Speirs introduced this item and presented options to update the current quorate arrangements for all Police Scotland Primary Boards. Discussion ensued around the need to reflect the current executive arrangements and members agreed to implement an interim quorum position of simple majority including Chair and Vice Chair. It was agreed that a review of the arrangements would be scheduled for December 2018, as part of the review of governance arrangements.

**Decision. Implementation for 'interim' arrangements for designated quorum for Police Scotland Primary Boards, to be reviewed in line with the planned Governance Review in December 2018.**

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

### **4.1 Overview**

ACC Mawson provided an update in relation to the T&DB.

### **4.2 Strategic Assessment – Update Report 2018/19**

Tina MacLucas presented the final version of the Strategic Assessment 2017-2020, 2018/19 Update report. She confirmed that report was developed in full consultation with all relevant business areas and was approved for submission to members by Force Tasking and Delivery Board in February 2018.

**Decision. Report approved for publication.**

**Action. ACC Graham to develop a communications plan outlining proposals for sharing the updated Strategic Assessment.**

## **5 Resource Governance Board**

### **5.1 Overview**

Jude Helliker provided an update from the recent Resource Governance Board (RGB).

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

### **6.1 Overview**

James Gray provided a brief overview of relevant matters following the March meeting of the Corporate Finance and Investment Board, highlighting the following items:

### **6.2 SPA Draft Budget 2018/19**

James Gray presented the Scottish Police Authority Draft Budget 2018/19 seeking approval for onward submission to SPA Board on 28 March 2018.

**Decision: Report approved for submission to SPA.**

### **6.3 Three Year Financial Plan 2018/19 to 2020/21**

James Gray presented the Scottish Police Authority Draft Three Year Financial Plan 2018/19 to 2020/21 seeking approval for onward submission to SPA Board on 28 March 2018. James Gray highlighted a number of points as 'key assumptions' for the revenue budget contained within the Plan.

**Decision: Plan approved for submission to SPA.**

## **6.4 Ten Year Financial Strategy**

James Gray presented the Scottish Police Authority Draft Ten Year Financial Strategy seeking approval for onward submission to SPA Board on 28 March 2018.

**Decision: Strategy approved for submission to SPA.**

## **7. Change Board**

### **7.1 Proposed Change Structure**

Neil Dickson provided members with an update from the recent Change Board. Members noted the update.

### **7.2 Policing 2026 – Serving a Changing Scotland – Implementation Plan 2017-2020**

Neil Dickson presented an updated draft 3 Year Implementation Plan 2017-2020 seeking approval for presentation to the SPA. He advised members that the draft plan contained updated information on financial benefits, milestones, engagement and BTP integration.

**Decision: Plan approved for submission to SPA.**

### **7.3 Change Function Proposed Structure**

Neil Dickson presented this item providing members with an overview of the Change Function proposed structure. Approval was requested to implement the structure to support change across Police Scotland. Discussions took place on the additional roles proposed and costs and benefits associated with implementation of the structure. Members were supportive of the overall approach and the proposal was remitted to DCO Page for further development.

## **8. DCC Local Policing Overview**

### **8.1 General Update**

ACC Mawson provided a brief overview of relevant matters from this portfolio.

## **8.2 ACC Portfolio Updates**

ACC Speirs and ACC Graham presented papers seeking approval of the new executive portfolios for ACC Professionalism and Assurance and ACC Strategy and Innovation, (formally ACC Strategic Change). Full details of both executive portfolio roles and responsibilities were discussed with ACC Graham confirming that he will retain the lead on Ethics, Values and Human Rights, with agreement that this area would form part of the scheduled governance review in December 2018.

**Decision: Executive Portfolio's approved for ACC Professionalism and Assurance and ACC Strategy and Innovation.**

## **9 DCO Corporate Services, Strategy and Change Overview and Escalated Papers**

### **9.1 General Update**

DCO Page provided a general overview of his business area for awareness of members.

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

Jude Helliker provided members with an update on the development of the draft Leadership Strategy confirming it would be presented to SLB in April 2018.

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

Jude Helliker provided members with an update on this item. Substantive updates will be provided to the Board as the programme progresses.

### **9.4 2018/19 Annual Police Plan**

ACC Graham introduced this item confirming that arrangements are in place for presentation to the SPA and publication of the 2018/19 Annual Police Plan. Kirsty Campbell provided members with an overview of the draft Plan following completion of the consultation and internal governance processes. Members acknowledged the work undertaken to produce the document with individual strategic priority leads confirming that the content accurately reflects plans in place for the year ahead.

**Decision: Approval given for the 2018/19 Annual Police Plan to be shared with the SPA, published and laid before the Scottish Parliament.**

### **9.5 Data Protection Officer**

ACC Speirs introduced this item and advised members of the creation of a new post of Data Protection Officer (DPO) within the Professionalism and Assurance portfolio. ACC Speirs outlined the legislative requirements under

the Data Protection Bill and the statutory role and responsibilities performed by the DPO. Members noted the update.

## **9.6 Measuring People Engagement**

Jude Helliker introduced this item seeking approval to procure and implement a staff survey tool. She outlined our commitments to staff engagement within the 2026 Strategy and provided details of identified costs and benefits.

**Decision: Approval given for procurement of the staff survey tool.**

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

### **10.1 General Update**

DCC Gwynne provided a general overview of his business area for the awareness of members.

### **10.2 Deployment of Taser**

ACC Telfer provided members with an update on the recruitment and training of Specially Trained Officers and Divisional Taser Instructors. Members noted the update.

### **10.3 C3IR Update**

ACC Telfer provided members with an update on the progress in relation to the C3IR Programme, the discharge of HMICS Recommendations and business as usual developments with C3 Division. Members noted the update.

### **10.4 Firearms Surrender Campaign**

Item withdrawn for presentation to April Board.

### **10.5 Standardisation of Expenses and Allowances for Police Scotland Dog Handlers**

ACC Telfer presented this item and outlined proposals to standardise allowances and arrangements for Police Scotland Dog Handlers. DCC Gwynne, acknowledged the importance and relevance of this subject matter, seeking agreement from the members to remit this paper to JNCC for consideration.

**Action: Chair referred proposal to JNCC for review.**

## **10.6 Roads Policing Review**

Item withdrawn.

## **10.7 Equally Safe Multi-Agency Centre**

T/ACC MacDonald introduced this item seeking approval for Police Scotland to contribute £500,000 to support the Edinburgh City Council and NHS Lothian Equally Safe Multi Agency Centre in Edinburgh. T/ACC MacDonald confirmed that the proposal was to fund this contribution, subject to financial governance requirements from the 2017/18 reform budget. Members supported the proposal acknowledging the potential benefits for victims that the Centre would bring, whilst acknowledging the challenges around financing this investment.

**Decision: Subject to Financial Governance requirements being met, approval given to support a £500,000 reform funding bid as Police Scotland's Capital contribution to the development of the Equally Safe Multi Agency Centre in Edinburgh.**

- 10.8** T/ACC Macdonald introduced this item providing members with an update on Police Scotland's public information campaign on Online Child Sexual Abuse. The campaign will launch on Tuesday 26 March 2018 for a period of four weeks. The key aims of the campaign are to identify and deter perpetrators who pose a risk to children. Members noted the update.

## **10.9 Police Stations as 'Keep Safe' Places**

T/ACC Macdonald introduced this item providing members with an update in relation to progress of all police stations being formally recognised as 'Keep Safe' locations. Members noted the update.

## **11. AOCB**

No items were raised under AOCB.

## **12. Future meetings**

The next meeting is due to be held on 11 April 2018.

The Chair closed the meeting and thanked members for their attendance and contribution.