

RESTRICTED

Security Classification:		NOT PROTECTIVELY MARKED	
Is this disclosable under Freedom of Information (Scotland) Act 2002		Yes	
Author:	CI Lyn Ross	Organisation:	Police Scotland
Date Created:	28.09.2017	Telephone:	101

MINUTES OF THE STRATEGIC LEADERSHIP BOARD

DATE: 27th September 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)
Nelson Telfer, Assistant Chief Constable (Service & Protection)
Mark Williams, Assistant Chief Constable (Local Policing West)
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
Tom McMahon, Director of Business Integration
James Gray, Chief Financial Officer

In attendance

Chris Starrs, Head of Corporate Communications
Colette Sherry, Head of Physical Resources
Kenny MacDonald, Chief Superintendent (Divisional Commander Representative)
Gillian MacDonald, Chief Superintendent (Leadership & Professional Development)
Nicky Page, Head of People Management (for item 8)
Christina McLucas, Principal Analyst (left after item 4)
Kirsty Campbell, Head of Strategy and Innovation

Apologies

Phil Gormley, Chief Constable
Andy Cowie, Assistant Chief Constable (then Local Policing North)
John Hawkins, Assistant Chief Constable (then Local Approaches to Policing)
Wayne Mawson, Assistant Chief Constable (Local Policing East)
Malcolm Graham, Assistant Chief Constable (Strategic Change)
Martin Leven, Director ICT
Martin Low, Head of Service Delivery, ICT

1. CHAIR'S OPENING REMARKS

The Chair welcomed attendees to the meeting, particularly Kirsty-Louise Campbell, Head of Strategy and Innovation, who attended on behalf of ACC Graham. He asked members to introduce themselves.

The Chair noted that ACC Andy Cowie was not present, due to a meeting in Inverness, however acknowledged this was his last week with Police Scotland due to his forthcoming retirement.

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.

3.0 MATTERS ARISING – Action / Decision updates

3.1 Governance (Action 28.17)

Neil Dickson provided an update to this action and set out the proposed Governance Model going forward.

Discussion followed about the function, including decision making ability of each of the Boards. Clarity was sought around management of risk by each of the Boards and the escalation process to Strategic Leadership Board.

Governance approach approved subject to minor changes.

3.2 HOLMES staffing update (Action 35.17)

ACC Johnson provided an update on this action to present proposals for an increased staffing model. A positive meeting between P&D and the business area had taken place with opportunities considered around capacity building and more flexible working opportunities.

Action remains ongoing.

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

- 4.1** DCC Fitzpatrick provided a summary of the recent meeting of the FT&DB and identified that the only matter escalated to SLB was the developing Performance Framework (Item 4.2).

DCC Fitzpatrick explained that a number of resource bids were remitted to the Force Resource Governance Board and work remained ongoing to track the movement of posts between Corporate Services and Local Policing.

4.2 Performance Framework

Tina McLucas introduced the Performance Framework, seeking approval in principle for the Performance Framework as outlined in the presentation.

Mrs McLucas explained that FT&DB had recently approved the Framework and remitted to SLB for approval.

She further advised that once agreed, engagement and communications should be conducted with local authority and scrutiny partners to assist in their understanding of the revised Framework.

Discussion followed about the method and timescale for introducing the revised Framework.

Members approved the revised Performance Framework in principle, subject to feedback from partners and further development where necessary.

DCO Page identified that the corporate indicators required further development however it was agreed that a single performance framework including corporate measures was the ambition.

Discussion followed regarding implementation of the framework with data collection expected to begin in October 2017.

DCC Livingstone questioned the availability of comparative data and the learning opportunity this approach would provide. He was advised that this is an area currently under development.

RESTRICTED

The template and design of the Report was considered and members gave approval, suggesting the Scottish Police Authority (SPA) Board in February 2018 would be the opportune time to present the new Performance Framework alongside the current Report by way of an introduction to the revised approach.

ACTION: DCO Page (revised to ACC Graham) to socialise new performance framework with SPA Transformation Group to prevent duplication and increase awareness.

ACTION: DCC Fitzpatrick (revised to ACC Graham) to develop stakeholder engagement plan to support implementation of new Performance Framework.

DECISION: DCC Fitzpatrick to take ownership of Performance Framework.

5. Force Governance and Resource Board Overview

- 5.1** DCC Fitzpatrick introduced this item and advised that no matters had been escalated from the recent Board for SLB decision.

She advised that the secretariat for the Board are developing an assurance process which will deliver a review of decisions on a regular basis and ensure the allocated resources are still required as per the original bid.

Members noted the update.

6. Corporate Finance and Investment Board Overview (CF&IB)

- 6.1** James Gray provided an update from the recent CF&IB. He advised of the intention to report savings proposals to the SPA Board in November and proposals for a 3 year balanced budget by end of year 3 to the SPA Board tomorrow (28 September).

DCO David Page advised of the need to prepare capital bids now for the new financial year in order to ensure capital funding is spent in year. He advised that this year's capital will be spent in this year.

Members noted the update.

7. Portfolio Management Board (Now Change Board)

7.1 Policing 2026 Implementation Plan

Neil Dickson introduced this item which has recently been reviewed following a briefing session with the SPA Board Members.

Neil identified that the next steps are to:

- Socialise and validate plan with stakeholders and internally
- Further validate milestones with ICT & procurement
- Detail work on resourcing, costs & benefits profiling
- Agree appropriate way to resource priority areas where additional capacity or capability required
- Develop aligned strategies for finance, IT, digital, procurement, estates etc.
- Consolidate into 3 year plan deliverable for SPA Board meeting in November
- Prepare & roll out internal engagement plans relating to 3 year plan.

A discussion followed amongst members in relation to project planning, alignment, preparation, prioritisation and delivery mechanisms.

It was agreed that a further Executive planning day is required in order to prioritise project delivery.

The need for the programme to respond to dynamic or current risk / threat was identified, along with the requirement to ensure demand is understood and productivity improvements are captured.

ACTION: Kirsty Louise Campbell (Revised to ACC Graham) to progress activity around better understanding demand.

Force Functional Boards

8. DCO Corporate Services, Strategy and Change Overview

8.1 General Update

DCO Page provided a brief overview of ongoing business within corporate services, noting that positive feedback had been provided by Audit Scotland in relation to Finance.

He further advised that the ICT Strategy was being progressed.

8.2 Leadership Strategy

This was added as a standing agenda item to enable oversight of developments given the breadth of work and significance around delivery of commitments set out in the Policing 2026 strategy.

CS Gillian MacDonald provided an overview in respect of the progress made advising that members had recently been asked to provide support for the Engaging Leaders Programme which was launched on the Police Scotland intranet.

She further advised that the Leadership Strategy was recently presented to the SPA Board and received a positive response. Staff Associations have also been briefed and the intention is to maintain this dialogue as the Strategy is rolled out.

CS MacDonald confirmed that the structure for Leadership and Professional Development was soon to be implemented and with new staff being introduced in the coming weeks.

Members discussed the importance of core management skills, including the understanding of the PDC processes. CS MacDonald advised this could be addressed through coaching.

The importance of providing mentoring for under-represented staff and identifying opportunities to encourage officers and staff into leadership roles was also raised. Discussion with staff associations was identified as key to exploring solutions to meet needs.

Members noted progress and agreed to maintain the Leadership Strategy as a standing item.

8.3 Working Time Directive Project

Jude Helliker updated the SLB on the impact of the Working Time Directive overtime claim.

Given the financial costs involved Mrs Helliker identified the requirement to engage with the SPA to seek approval to settle the potential financial liability.

Provisions have been made by Finance in the financial year 2017/18.

DECISION: Working Time Directive Project approved and progression to SPA supported.

8.4 Report on Diversity of Recently Promoted Officers

Jude Helliker introduced this item and provided an overview of gender and other diversity aspects of officers recently promoted. She advised that a commitment

RESTRICTED

had been made to the SPA to provide management information which should be included in the corporate performance report.

ACTION: Dir P&D to develop metrics for reporting diversity of promoted officers through performance framework.

8.5 Staff Pay Award

Jude Helliker outlined the Police Staff Pay claim and the proposed response, with a view of securing SLB support for the proposal. She advised that the SPA requires to endorse any proposal; and are responsible for seeking Scottish Government support in order that formal negotiations can be entered with recognised Trade Unions.

Discussion followed in relation to the feasibility of the offer presented. Mrs Helliker advised that the revised paper would be presented to the SPA Board.

DECISION: Staff Pay Award approved to be presented to SPA Board.

8.6 VR/VER

Jude Helliker introduced this item and intention to release police staff during 2017/18.

She advised that assessments will be considered by the Force Executive before any proposal to release staff is approved.

A discussion followed about the risks, benefits and opportunities available to the organisation.

ACTION: DCO (Revised to Director of P&D) to develop proposals and seek approval from DCCs before circulating further.

8.7 Future Support for Transformational Activity

DCO Page explained his intention seek SPA and SG support for Transformation resources.

DECISION: Future Professional Services Support – agreed in principle to be progressed.

9. DCC Local Policing Overview

DCC Fitzpatrick advised that she had nothing further to update members in relation to her business area as items had been covered elsewhere on the agenda.

10. DCC Crime and Operational Support Overview and Escalated Papers

10.1 Deployment of Taser

ACC Higgins provided an update on progress since last months' SLB and the ongoing engagement with Divisions in relation to deployment. He advised that significant support for the approach is being received.

10.2.1 Key Messages and Narrative (Action 33.17)

Chris Starrs introduced the planned Communications and Engagement in support of the deployment plan.

DECISION: Armed Response Vehicle Deployment Model and Extended use of Conductive Energy Devices (Tasers) Communications approach endorsed.

10.3 C3IR Update

ACC Telfer introduced this item and advised of the intention to seek approval to proceed with the transition of business from Inverness ACR and Service Centre and the creation of the NDEU at the next SPA Board, which is being held in Inverness on 28th September 2017.

In relation to HMICS review, ACC Telfer advised that C3 Division has now successfully discharged 27 of the 30 recommendations made by HMICS.

ACC Telfer advised that positive partnership work has continued, working towards the 12 week test of change for the PS/Scottish Ambulance Service Triage.

Members noted the update.

10.4 Resources based at Pinnacle House.

ACC Telfer introduced this item and provided members with an overview of the staffing currently located at Pinnacle House and set out potential future options.

ACTION: ACC Telfer to present paper to DCO Page's Director's meeting to agree way forward

11. AOCB

No items were raised under AOCB

12. Future meetings:

The Chair identified that future dates would be amended to mid-November and mid-December

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