

OFFICIAL



Strategic Leadership Board Discussion Summary

Tuesday 7th May 2019

Board Members In Attendance

Iain Livingstone	Chief Constable
Will Kerr	DCC Local Policing
Fiona Taylor	DCC People and Professionalism
David Page	Deputy Chief Officer
John Hawkins	ACC Local Policing North
Alan Speirs	ACC Professionalism and Assurance (first half of meeting)
Steve Johnson	ACC Specialist Crime and Intelligence
Mark Williams	ACC Operational Support
Malcolm Graham	ACC Partnership, Prevention and Community Wellbeing
Gillian MacDonald	ACC Crime and Protection
Bernard Higgins	ACC Local Policing West
Paul Anderson	T/ACC Local Policing East
James Gray	Chief Financial Officer
Tom McMahon	Director of Business Integration
Jude Helliker	Director of People and Development
Chris Starrs	Head of Corporate Communications
Neil Dickson	Director of Transformational Change

Others In Attendance

John McKenzie	Chief Superintendent, J Division
Gary Ritchie	Chief Superintendent (rep ACC McLaren)
Alan Waddell	Chief Superintendent, Q Division (rep ACC Higgins until 1115 hours)

Integrity, Fairness and Respect are the values of Police Scotland. All decisions which we make must reflect our values and be able to withstand scrutiny when judged against them. Accordingly, our values will be the touchstones in all decisions we reach within this forum.

Kenny MacDonald	Chief Superintendent, Portfolio Projects
Matthew Richards	Chief Superintendent, Operational Support (Item 9.7 and 9.8)
Duncan Campbell	Head of Legal Services
David McLaren	Chief Superintendent, Portfolio Projects (Item 10.3)
Chris Perry	Chief Technology Officer (rep Martin Low)
Peter Blair	Head of Strategic Workforce Planning
Chris McLaughlin	Talent Management Programme Lead (Item 9.3)
Yvonne Johnston	Interim Estates Transformation and Change Lead (Item 6.2)
Fiona Miller	Risk and Enterprise Manager, (Item 9.4)
Gillian Johnston	Committee Services Officer (Secretariat)
Andy Bell	Superintendent, Strategic Engagement and Governance

Apologies	
Angela McLaren	ACC Operational Change and Resilience
Martin Low	Interim Director of ICT
Danny Hatfield	Superintendent, Executive Support

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.	1.1	<p>Chair's Opening Remarks</p> <p>Welcome and Introduction</p> <p>The Chair opened the meeting and welcomed all attendees.</p> <p>It was confirmed that as part of a new series of communication and engagement events, every second SLB will include a Chief's Forum where officers and staff can submit questions to the Chief Constable and the Executive Team. The aim is for these to be answered during SLB, or within 24 hours, with questions and answers posted on the Police Intranet site. The next Chief's Forum is on Wednesday 10th July 2019.</p>		

	1.2	Apologies 3 apologies were given.		
2.		Quorate, Minutes and Action Log		
	2.1	Review of Action Log There was no actions noted from the last meeting	Approved	
	2.2	Summary of Discussion Minute of the previous meeting was approved by members. The meeting was confirmed as quorate.		
3.		Matters Arising		
	3.1	Nil		
Force Governance Boards				
4.		Force Tasking & Delivery Board Update		
	4.1	DCC Kerr presented a report from the Tasking and Delivery Board which met on 18 th April 2019. This was noted by members.		
5.		Change Board Update		
	5.1	Neil Dickson presented a report from the Change Board which met on 15 th April 2019. This was noted by members.		

6.	6.1	<p>Corporate Finance and People Board Update</p> <p>Members were advised that the next meeting of the Corporate Finance and People Board is due to take place on 15th May 2019. This was noted by members.</p>		
7.	7.1	<p>Audit and Risk Update</p> <p>DCC Taylor presented an updated report from Audit and Risk Board which met on 16th April 2019. It was confirmed that work had been commissioned to review all outstanding high risk recommendations over 2 years old, along with benchmarking work against other organisations to ensure best practice. This was noted by members.</p>		
Force Functional Boards				
8.	8.1	<p>DCO Corporate Services, Strategy and Change</p> <p>Corporate Management and People and Professionalism Board</p> <p>DCC Taylor presented a report from the first joint meeting of the Corporate Management and People and Professionalism Board which met on 29th April 2019. Initial feedback from the joint meeting was positive. This was noted by members.</p>		
	8.2	<p>Draft Estate Strategy 2019</p> <p>DCO Page introduced the Draft Estate Strategy Report with additional information provided by Yvonne Johnston. Members were advised that due to timing issues, the Draft Estate Strategy had been considered by the SPA Resources Committee in advance of discussion at SLB. Positive comment had also been received from the Scottish Futures Trust.</p> <p>The Estate Strategy provides a framework towards the long term policing vision to operate from a visible, flexible and modern estate. Members were updated on the current picture relating to the inherited Police Scotland estate, the underpinning principles of the Estate Strategy and relevant financial projections.</p>		

	<p>9.2</p> <p>9.2.1</p> <p>9.3</p> <p>9.4</p>	<p>People and Wellbeing Update</p> <p>Jude Helliker presented an update report in respect of People and Wellbeing. This was noted by members.</p> <p>People Dashboard</p> <p>Jude Helliker presented the People Management Information Dashboard which generated discussion among members in respect of a number of aspects.</p> <p>Leadership and Talent: Accelerated Leadership Pathway</p> <p>Jude Helliker introduced a report on a proposed Accelerated Leadership Pathway (ALP) with additional information provided by Chris McLaughlin. Members were advised that the report sought approval for the introduction of a new ALP which would replace the previous Accelerated Career Development Programme. Additional information was provided about planned changes to other aspects of staff development and promotion.</p> <p>The ALP proposal follows internal review and external benchmarking and recognises the need for appropriate mechanisms to be in place to identify and support future leadership talent.</p> <p>Following discussion among members about various aspects of the report including applicant volume and delivery capacity, the ALP proposal received strong support and was approved.</p> <p>DECISION: ALP proposal approved as per report.</p> <p>Risk Report</p> <p>Fiona Miller presented a report relating to Risk, highlighting key information in respect of Organisational and Strategic Risks, including an update on those which are out-with appetite and tolerance. Following discussion, members agreed that this information should</p>	<p>Approved</p>	
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	<p>be reported to SLB on a quarterly basis, linked to the Audit and Risk Board update on the agenda.</p>		
9.5	<p>Corporate Communications Transformation</p> <p>Chris Starrs presented a report relating to Corporate Communications Transformation which proposed changes to enhance, extend and professionalise the corporate communications function within Police Scotland. It was confirmed that the financial cost associated with the proposal had been secured through the Corporate Finance and People Board. Strong support was provided by members and the proposal was approved.</p> <p>DECISION: Corporate Communications Transformation proposal was approved by members.</p>	Approved	
9.6	<p>University of West of Scotland (UWS) Taser & Armed Policing Deployment Model - General Appraisal of Progress.</p> <p>This agenda item was subsumed into discussion at item 9.8.</p>		
9.7	<p>Taser Extension – Appraisal of Progress and Independent Evaluation Findings</p> <p>Chief Superintendent Richards presented a report which provided an update on the extended use of Taser by Specially Trained Officers, and research carried out by the University of the West of Scotland (UWS). CSU Richards confirmed that the update was a positional Sitrep with further discussion required internally about lifetime governance and externally with UWS before an options paper is returned to SLB. This was noted by members.</p>	Noted	

9.8	<p>Armed Policing Deployment Model – Appraisal of Progress and Independent Evaluation Findings</p> <p>Chief Superintendent Richards presented a report which provided an update on the APDM following its revision one year ago. Following discussion among members, it was confirmed that a report on the APDM should be submitted to the SPA Board on 22 May.</p> <p>In addition, it was considered that there would be merit in developing a session for SPA Board members to allow them to consider the APDM and Taser policy in greater detail</p> <p>ACTION – Engagement to take place with SPA to create a session for Board members in the next 3-4 weeks to develop their knowledge of Taser and Armed Policing.</p>	Noted ACTION	ACC Williams
9.9	<p>Police Officer Dog Handlers</p> <p>Jude Helliker presented a report relating to the application of essential user status to all police officer dog handlers who do not receive a police vehicle. Approval was sought for this proposal, including confirmation of date of implementation. A further decision was sought in respect of retrospective application. Following discussion, it was agreed to approve application of essential user status with effect from 3 December 2018 which was the date of JNCC agreement. No decision was made in respect of retrospective application as members agreed further discussion and negotiation is required.</p> <p>DECISION: Approved essential user status w/e/f 3 December 2018.</p>	Approved	
9.10	<p>ESMCP Update</p> <p>ACC Williams presented the report which updated members on the progress of the ESMCP project, including national changes which will affect the FBC and costing information. Members noted the update and confirmed that Police Scotland remains committed to the ESMCP strategic direction of travel.</p>		

10.		<p>DCC Local Policing</p> <p>10.1 Local Policing Management Board and Localism</p> <p>DCC Kerr presented a report from the Local Policing Management Board which met on 25th April 2019. This was noted by members.</p> <p>10.2 Brexit: Preparation and Planning (Standing Item)</p> <p>DCC Kerr provided a verbal update on Brexit and this was noted by members.</p> <p>10.3 CID Review</p> <p>Detective Chief Superintendent McLaren presented a report which provided members with initial findings from the CID Review, including information relating to structures, demand, capacity, service delivery, well-being and performance. This generated significant discussion among members, with particular focus on service to victims, CID resourcing and the benefits of consistency of approach across the service in high risk areas, while still recognising the need for local flexibility.</p> <p>Following discussion, an action was created to consider the initial findings of the review and establish what action, if any, was required in the short, medium and long term to mitigate potential risk, with a report to be presented to SLB in June.</p> <p>ACTION: Review information to be considered and short term risk mitigation plan to be created, in conjunction with Local Policing ACC's, with report provided for June SLB. Report also to consider medium and long term action required.</p> <p>10.4 Proposal for Police Scotland Review Officer Course</p> <p>ACC MacDonald presented a report recommending development of a Police Scotland Review Officer Course. Following discussion, this was approved by members.</p> <p>DECISION: Creation of a Police Scotland Review Officer Course approved by members.</p>	<p>Noted</p> <p>ACTION</p> <p>Approved</p>	<p>ACC MacDonald</p>
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	10.5	<p>Visual Recording of Rape Complainer Statements - Pilot Proposal</p> <p>ACC MacDonald presented a report recommending the approval of a pilot programme in E Division and N Division in respect of the Visual Recording of witness statements provided by adult complainers of rape/attempted rape. Following discussion, this was approved by members.</p> <p>DECISION: Pilot proposal approved by members.</p>	Approved	
11.	11.1	<p>DCC Crime and Operations</p> <p>Crime and Operations Management Board Update</p> <p>DCC Kerr presented a report from the Crime and Operations Management Board which met on 17th April 2019. This was noted by members.</p>		
11.		<p>Papers Approved for Submission to SPA</p> <ul style="list-style-type: none"> • Q4 Performance Report for SPA • Draft Estate Strategy • Framework for Strategic Workforce Planning • APDM Update Report 		
12.		<p>AOCB</p> <p>Nil</p>		
13.		<p>Review of Actions</p> <p>Nil</p>		
14.		<p>Future Meetings</p> <p>Wednesday 12th June 2019 – Strategic Leadership Board</p> <p>The Chair closed the meeting and thanked members for their input.</p>		