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Strategic Leadership Board Discussion Summary

Wednesday 10 July 2019

Board Members		Representative
Iain Livingstone	Chief Constable	
Fiona Taylor	DCC Professionalism	
Malcolm Graham	DCC Crime and Operations	
David Page	Deputy Chief Officer	
Bernard Higgins	ACC Local Policing West	
Kenny MacDonald	ACC Local Policing East	
Angela McLaren	ACC Organised Crime, Counter Terrorism and Intelligence	
Gary Ritchie	ACC Operational Change and Resilience ACC Partnerships, Prevention and Community Wellbeing	
Alan Speirs	ACC Professionalism and Assurance	
Martin Low	Interim Director ICT	
Chris Starrs	Head of Corporate Communications	
Stewart Carle	Chief Superintendent, Operational Support	Representing ACC Williams
David McLaren	Chief Superintendent, Local Policing	Representing ACC Hawkins
Lesley Boal	Detective Chief Superintendent	Representing ACC G MacDonald
Kirsty Garrick	Head of People Engagement Partnering	Representing Director Helliker
Alasdair Corfield	Financial Controller	Representing CFO Gray
Sheila Mills	Head of Business Change and Analysis	Representing Director Dickson

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.

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Others in Attendance		Representative
Hazel Hendren	Chief Superintendent, Divisional Commander, G Division	Attended until 1230hrs
Duncan Campbell	Head of Legal Services	
Fiona Miller	Enterprise Risk Manager	
Laura McLuckie	Superintendent, Leadership Training and Development	Attended for section 13
Simon Bradshaw	Chief Inspector, Strategy Insight and Innovation	Attended for section 13
Sharon Milton	Chief Superintendent, Operational Support	Attended until 1140hrs
Andy Bell	Superintendent, Strategic Engagement and Governance	
Danny Hatfield	Superintendent, Executive Support	

Apologies		Representative identified
Will Kerr	DCC Local Policing	LP ACC's
John Hawkins	ACC Local Policing North	CSU David McLaren
Mark Williams	ACC Operational Support	CSU Stewart Carle
Gillian MacDonald	ACC Major Crime and Public Protection	DCS Lesley Boal
Steve Johnson	ACC SPA Strategic Coordination Unit	Nil
James Gray	Chief Financial Officer	Alasdair Corfield
Jude Helliker	Director of People and Development	Kirsty Garrick
Neil Dickson	Director of Transformational Change	Sheila Mills
Tom McMahon	Director of Business Integration	Nil

Item	No.	Discussion	Decision/ Action	To be actioned by
1.	1.1	Welcome and Introduction The Chair opened the meeting and welcomed all attendees.		

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	1.2	Apologies Apologies were given as per the attendance section above.		
2.	2.1	Review of Action Log Two actions were closed and two confirmed as ongoing.	Approved	
	2.2	Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the June meeting.		
3.	3.1	Matters Arising On Call Update A number of recent and ongoing operational matters were discussed.		
Force Primary Boards				
4.	4.1	Force Tasking & Delivery Board Update Members discussed the update from the Tasking and Delivery Board which met on 20 June 2019. It was confirmed that discussion was ongoing to review the tasking process more generally, ensuring it aligns with the Annual Police Plan and Performance Framework.		

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5.	5.1	Change Board Update Members discussed the update from the Change Board which met on 10 June 2019. Members further discussed benefits realisation and the synergy between programmes.		
6.	6.1	Corporate Finance and People Board Update Members discussed the update from the Corporate Finance and People Board which met on 2 July 2019. Members were advised that a standing invite had been extended to representatives from the Association of Scottish Police Superintendents (ASPS), the Scottish Police Federation and Unite in respect of the finance section of the meeting, with ASPS and Unite in attendance. Members further discussed the Strategic Workforce Plan and it was confirmed that a report would be presented at the August Board.		
7.	7.1	Audit and Risk Update Members discussed the update from the Audit & Risk Board which met on 19 June 2019. It was confirmed that quarterly risk reporting would now be a standing agenda item.		
Force Management Boards				
8.	8.1	Corporate Management and People and Professionalism Board Update Members discussed the update from the Corporate Management and People and Professionalism Board held on 24 June 2019. Members were advised that the recently published review on Police Complaints Handling, Investigations and Misconduct Issues was being considered. Further updates were also provided in respect of preparation for the Autumn Spending Review.		

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9.		Local Policing Management Board Update Members discussed the update from the Local Policing Management Board held on 13 June 2019. Members acknowledged the positive feedback following implementation of the new Contact Assessment Model in Q and V Divisions and discussed plans for further roll out following evaluation.		
10.	10.1	Crime and Operational Support Management Board Update Members discussed the update from the Crime and Operational Support Management Board held on 24 June 2019. Members further discussed non-recent operations and TASER oversight. Action: Options paper in respect of staffing of non-recent operations, including funding and prioritisation, to be submitted to SLB for endorsement in advance of any transmission to Scottish Government. Action: Discussion to take place regarding strategic oversight of TASER.	Action Action	DCC Graham DCC Graham & DCC Taylor
11.	11.1	DCO Corporate Services, Strategy and Change Digital Data and ICT Update Members were advised that re-planning of this programme is ongoing. It is anticipated that a fully integrated re-plan will be presented to the September Board.		
12.		DCC Local Policing		

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	12.1	Brexit: Preparations and Planning (Standing Item) Members were advised that stand up of the Force Reserve would take place from 5 August, having been authorised by DCC Kerr on 1 July. Further preparation ahead of this date is ongoing.		
	12.2	Partnership, Preventions and Community Wellbeing Members were advised that work is ongoing to ensure capacity exists to support the Partnership, Preventions and Community Wellbeing portfolio priorities. This includes a review of the Safer Communities Business Plan. A report on the outcome of this review will be presented to the August Board for consideration.		
13.		DCC People and Professionalism		
	13.1	Health and Safety Board Update Members discussed the update from the Health and Safety Board which met on 09 July 2019.		
	13.2	People and Development A report was presented in respect of the People and Development business area which included updates on the Staff Pay and Reward Modernisation Programme, Probationer Training Programme and Strategic Workforce Planning.		
	13.3	People Dashboard Members noted the latest statistical information from the People Dashboard.		

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	<p>13.4</p> <p>13.5</p> <p>13.6</p>	<p>Strategic Command Course</p> <p>A report was presented in respect of engagement with the College of Policing and the development of the Strategic Command Course. Members were advised of proposals for Police Scotland to host a section of the course in 2020, with the potential for increased involvement in the years ahead. The Board fully supported the proposed developments.</p> <p>People and Professionalism Plan</p> <p>A report was presented in respect of the finalised People and Professionalism delivery plan which aligns with the new Performance Framework and the Annual Police Plan</p> <p>The Chair amended the purpose of this agenda item from ‘for noting’ to ‘for decision’.</p> <p>Decision: The delivery plan was endorsed by members and approved for submission to the Scottish Police Authority.</p> <p>Action: Approved Portfolio Business Plans to be shared with SPA, for noting purposes.</p> <p>Standard Operation Procedures (SOP) Review</p> <p>A report was presented seeking approval for recommendations made following the SOP Review. Members agreed that the risk based approach outlined in the Review was appropriate.</p> <p>Decision The contents of the review were approved subject to the following caveats:-</p> <ul style="list-style-type: none">• SOP definition to be amended to read ‘clear and reasonable rationale’.	<p>Approved</p> <p>Action</p> <p>Approved subject to caveats</p>	<p>DCC Taylor</p>
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	<p>13.7</p>	<ul style="list-style-type: none">• The requirement for a 'wet signature' should be removed with agreement recorded in a more environmentally friendly manner.• Ongoing engagement with Legal Services to be undertaken. <p>Ethics Advisory Panel</p> <p>A report was presented in respect of the introduction of policing values and professional ethics into the Professionalism and Assurance portfolio. Members discussed Police Scotland's approach to Ethics Advisory Panels and the recommendations contained within the report.</p> <p>Decision: The following was approved:-</p> <ul style="list-style-type: none">• Proposed structure and governance arrangements for Ethics Advisory Panels.• The development and delivery of a force wide communication plan to raise knowledge and awareness of the Panels.• An introductory awareness session on Ethics & Advisory Panels at the Executive Planning day in August 2019.	<p>Approved</p>	
	<p>13.8</p>	<p>Enterprise Risk Management 2018/19 Annual Performance Report</p> <p>A report was presented which provided an overview of risk management for 2018/19, focusing on Strategic and Organisational Risks.</p> <p>Decision: The Enterprise Risk Management 2018/19 Annual Performance Report was endorsed by members and approved for submission to the Scottish Police Authority.</p>	<p>Approved</p>	

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	<p>13.9</p> <p>13.10</p> <p>13.11</p>	<p>Q1 2019/20 Risk Report (Quarterly Standing Item)</p> <p>A report was presented in respect of risk management for quarter one of 2019/20, which included updates on new risks, trend analysis, strategic implications and risk appetite.</p> <p>Thin Blue Line Badge</p> <p>A report was presented requesting a policy decision regarding Officers visibly displaying the 'Thin Blue Line' badge on their uniforms. Members indicated clear support for the 'Thin Blue Line' charity, but it was also acknowledged that the 'Thin Blue Line' badge was not part of the uniform and it was recognised there was the potential for the badges to be misconstrued.</p> <p>Decision: It was agreed that the badge was not be part of the uniform and should not be worn by Officers while on duty.</p> <p>Action: Communications Plan to be developed to support implementation of the SLB Decision.</p> <p><i>* Note: The decision in respect of the Thin Blue Line Badge was not implemented and was subject to reconsideration during development of the Communication Plan. The decision was formally rescinded in July 2020.</i></p> <p>ALP Updated Costs Report</p> <p>A report was presented in respect of hosting and costing options for the Accelerated Leadership Pathway, with a recommendation made on the preferred option.</p> <p>Decision:</p>	<p>Approved</p> <p>Action</p> <p>Approved</p>	<p>DCC Taylor & Chris Starrs</p>
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	13.12	<p>Members approved the recommended option for the ALP to be facilitated through the College of Policing. Members asked that location of the assessment centre be reviewed going forward.</p> <p>GDPR/Sharing of Wellbeing Concerns</p> <p>A report was presented in respect of the current policy for information sharing with third sector organisations and options for development of this policy. Members were advised that ongoing discussions were scheduled to take place with key stakeholders in the week commencing 15 July.</p> <p>Decision: The final draft of this paper is to be heard at a future meeting following discussion with key stakeholders.</p>	Deferred	
14.		<p>DCC Crime and Operations</p> <p>There were no papers presented from this portfolio area</p>		
15.		<p>Papers Endorsed for Submissions to SPA</p> <ul style="list-style-type: none">• People and Professionalism Delivery Plan• Enterprise Risk Management 2018/19 Annual Performance Report		
16.		<p>AoCB</p> <p>Nil.</p>		
		Review of Actions		

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		Actions are as noted above.		
16.		Date of Next Meeting Wednesday 14 August 2019 The Chair closed the meeting and thanked members for their input.		

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