

## OFFICIAL



### Strategic Leadership Board Discussion Summary

Wednesday 13<sup>th</sup> March 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
Paul Anderson	T/ACC Local Policing East (rep ACC Hawkins)
Angela McLaren	ACC Operational Change and Resilience
Steve Johnson	ACC Specialist Crime and Intelligence
Gillian MacDonald	ACC Crime and Protection
Malcolm Graham	ACC Strategy and Innovation
James Gray	Chief Financial Officer
Tom McMahon	Director of Business Integration
Martin Low	Interim Director of ICT
Jude Helliker	Director of People and Development
Chris Starrs	Head of Corporate Communications
Neil Dickson	Director of Transformational Change

#### Others In Attendance

Gareth Blair	Chief Superintendent, E Division
Andy McDowall	T/ Chief Superintendent, Professional Standards (rep ACC Speirs)
Hazel Hendren	Chief Superintendent, L Division (rep ACC Higgins)
Roddy Newbigging	Chief Superintendent, C3 Division (rep ACC Williams)
Gillian Johnston	Committee Services Officer (Secretariat)

*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.*

Andy Bell	T/Superintendent, Strategic Engagement and Governance
Chris Brown	Strategic Financial Planning and Budgeting Lead (Items 7.3 and 7.4 only)
Kirsty-Louise Campbell	Head of Strategy and Innovation (Item 8.5 only)
Sean Scott	Chief Superintendent, Portfolio Projects (Item 8.5 only)
Tina MacLucas	Principle Analyst (Item 8.5 only)

Apologies	
Alan Speirs	ACC Professionalism and Assurance
Bernard Higgins	ACC Local Policing West
John Hawkins	ACC Local Policing North
Mark Williams	ACC Operational Support

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.		<b>Chair's Opening Remarks</b>		
	1.1	<b>Welcome and Introduction</b>  The Chair opened the meeting and welcomed all attendees.		
	1.2	<b>Apologies</b>  4 apologies were given.		
2.		<b>Quorate, Minutes and Action Log</b>		
	2.1	<b>Review of Action Log</b>  The action log was reviewed and updates noted by members.  <ul style="list-style-type: none"> <li>• Action 4.19 – Action updated and closed.</li> <li>• Action 5.19 – Action updated and closed.</li> </ul>		

	2.2	<ul style="list-style-type: none"> <li>Action 6.19 – Action updated and closed.</li> </ul> <p><b>Summary of Discussion</b></p> <p>Minute of the previous meeting was approved by members.</p> <p>The meeting was confirmed as quorate</p>	Approved	
3.	3.1	<p><b>Matters Arising</b></p> <p>Nil</p>		
<b>Force Governance Boards</b>				
4.	4.1	<p><b>Tasking &amp; Delivery Board Update</b></p> <p>DCC Kerr presented a report from the Tasking and Delivery Board which met on 26<sup>th</sup> February 2019. This was noted by members.</p>		
5.	5.1	<p><b>Corporate Finance and Resources Board Update</b></p> <p>DCO Page provided a verbal update from the Corporate Finance and Resource Board which met on 5<sup>th</sup> March 2019. This was noted by members.</p>		
6.	6.1	<p><b>Change Board Update</b></p> <p>DCO Page presented a report from the Change Board which met on 5<sup>th</sup> March 2019. This was noted by members.</p>		
<b>Force Functional Boards</b>				
7.	7.1	<p><b>DCO Corporate Services, Strategy and Change</b></p> <p><b>Corporate Management Board and DDCT</b></p> <p>DCO Page presented a report from the Corporate Management Board which met on 25<sup>th</sup> February 2019 and provided an update on DDICT. These were noted by members.</p>		

	<p><b>7.2</b></p> <p><b>7.3</b></p> <p><b>7.4</b></p> <p><b>7.5</b></p>	<p><b>Corporate Support Services Monthly Report – February 2019</b></p> <p>DCO Page presented the Corporate Support Services Monthly Report. This was noted by members. There was significant discussion relating to the lack of capital investment in estates, ongoing development of the estates strategy and opportunities for co-location.</p> <p><b>2019/20 Draft Budget Report</b></p> <p>James Gray and Chris Brown presented a paper relating to the Draft Budget Report for 2019/20 which generated significant discussion among members. The report was noted and approved, with amendments required to Sections 14 and 15.</p> <p>Feedback on Sections 14 and 15 was to be provided to the Chief Financial Officer by 15<sup>th</sup> March with the report to be amended, approved and submitted to the Scottish Police Authority for approval at the March Board meeting.</p> <p><b>Medium Term Financial Planning Options</b></p> <p>James Gray and Chris Brown presented the Medium Financial Planning Options paper which generated discussion among members with amendments suggested. It was noted that this paper remains in development.</p> <p><b>Performance</b></p> <p>A substantive update in respect of Performance was provided at Agenda Item 8.5.</p>		
8.	<p><b>8.1</b></p>	<p><b>DCC People and Professionalism</b></p> <p><b>People and Professionalism Management Board Update</b></p> <p>DCC Taylor provided a verbal update from the People and Professionalism Management Board which met on 11<sup>th</sup> March 2019. This was noted by members.</p>		

	<p><b>8.2</b></p>	<p><b>Health and Safety Update</b></p> <p>DCC Taylor presented a report in respect of Health and Safety. The content of the report was noted by members.</p>		
	<p><b>8.3</b></p>	<p><b>People and Wellbeing Update</b></p> <p>Jude Helliker presented a report in respect of People and Wellbeing. This was noted by members. Members were provided with a draft People Management Information Dashboard document with feedback on content and style requested. This will form part of the management information provided to SLB on a monthly bases.</p> <p><b>ACTION: Feedback on the content and presentation of the People Management Information Report to be provided to Director Helliker.</b></p>	<p><b>ACTION</b></p>	<p><b>ALL</b></p>
	<p><b>8.3.1</b></p>	<p><b>Appendix A - Draft Workforce Plan</b></p> <p>ACC McLaren presented a brief update on the Draft Workforce Plan to members and confirmed that this would be considered further at the Executive Planning Day on 15<sup>th</sup> March.</p>		
	<p><b>8.4</b></p>	<p><b>Probationary Course Patrons</b></p> <p>DCC Taylor presented a report in respect of Probationary Course Patrons. Approval was sought to introduce this concept to the Probationary Training Programme which would provide new recruits with access to high performing and inspirational individuals.</p> <p><b>DECISION: Paper was fully supported and approval to progress</b></p>	<p><b>APPROVED</b></p>	
	<p><b>8.5</b></p>	<p><b>Draft Strategic Three Year Delivery Plan</b></p> <p>Tom McMahon and ACC McLaren presented a report relating to the draft strategic three year delivery plan. This generated significant discussion among members. Additional feedback was requested in advance of the Executive Planning Day on Friday 15<sup>th</sup> March.</p>		

		<b>DECISION – Further work required in respect of the three year delivery plan and consideration will be given to submission of the Annual Policing Plan to Scottish Government.</b>		
9.		<b>DCC Local Policing</b>		
	<b>9.1</b>	<b>Local Policing Management Board Update and Localism</b>  DCC Kerr presented a report from the Local Policing Management Board which met on 11 <sup>th</sup> February 2019. This was noted by members.		
	<b>9.2</b>	<b>Brexit: Preparation and Planning Update</b>  DCC Kerr provided a verbal update relating to ongoing planning, preparation and engagement in respect of Brexit. This generated discussion among members and was noted.		
	<b>9.3</b>	<b>Framework of Delegated Authority to Local Policing Command Teams</b>  Chief Superintendent Blair presented a report in respect of this topic which is aligned to core elements of the Local Policing Programme. Approval was sought from members to explore opportunities to provide greater financial autonomy, and greater autonomy in respect of people and development matters, to local policing command teams.  Following discussion, approval was given to carry out further development work, with an update to be provided to the Board in two months.		
10.		<b>DCC Crime and Operations</b>		
	<b>10.1</b>	<b>Crime and Operations Management Board Update</b>  ACC Johnson presented a report from the Crime and Operations Management Board which met on 19 <sup>th</sup> February 2019. This was noted by members.		

	<b>10.2</b>	<p><b>HOLMES proposed move to the 'Cloud'</b></p> <p>ACC MacDonald presented a report seeking approval to migrate HOLMES to the 'Cloud'. Members were informed of the benefits associated with the proposal, updated on stability and security and advised that the financial cost had been agreed with ICT.</p> <p><b>DECISION – Approval to proceed with HOLMES move to the 'Cloud'.</b></p>	<b>APPROVED</b>	
11.		<p><b>Papers Approved for Submission to SPA</b></p> <ul style="list-style-type: none"> <li>• <b>2019/20 Draft Budget Report</b></li> <li>• <b>Annual Police Plan</b></li> </ul>		
12.		<p><b>AOCB</b></p> <p>ACC MacDonald highlighted that Police Scotland is hosting next year's Senior Women in Policing Conference and asked members for support.</p>		
13.		<p><b>Review of Actions</b></p> <p>No actions from this meeting</p>		
14.		<p><b>Future Meetings</b></p> <p>10<sup>th</sup> April 2019</p> <p>The Chair closed the meeting and thanked members for their input.</p>		