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Author:	<b>Gillian Johnston</b>	Organisation:	<b>Police Scotland</b>
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## **MINUTES OF THE STRATEGIC LEADERSHIP BOARD**

DATE: Wednesday 14<sup>th</sup> November 2018

LOCATION: Graham Room, Tulliallan

CHAIR: Iain Livingstone, Chief Constable

### **MEMBERS PRESENT**

Fiona Taylor, Deputy Chief Constable (Professionalism)  
Johnny Gwynne, Deputy Chief Constable (Crime and Operational Support)  
Will Kerr, Deputy Chief Constable (Local Policing)  
David Page, Deputy Chief Officer  
Bernard Higgins, Assistant Chief Constable (Local Policing West)  
Paul Anderson, T/Assistant Chief Constable (Local Policing East)  
Tom McMahon, Director of Business Integration  
Chris Starrs, Head of Corporate Communications  
Martin Low, Interim Director of ICT  
Jude Helliker, Director of People and Development

### **In attendance**

Hazel Hendren, Chief Superintendent, Local Police Commander, L Division  
Gregg Banks, Superintendent, Strategic Engagement  
Gillian Johnston, Committee Services Officer, Secretariat  
Andy Bell, T/Superintendent, Governance Coordination Unit  
Patrick Campbell, Det. Chief Superintendent, Crime and Intel  
Mark Hargreaves, Chief Superintendent, Professional Standards  
Sean Scott, Det. Chief Superintendent, Portfolio Projects  
Sheila Mills, Head of Business Change and Analysis

### **Apologies**

Steve Johnson, Assistant Chief Constable (Specialist Crime & Intelligence)  
Mark Williams, Assistant Chief Constable (Operational Support)  
John Hawkins, Assistant Chief Constable (Local Policing North)  
Gillian MacDonald, Assistant Chief Constable (Crime and Protection)  
Malcolm Graham, Assistant Chief Constable (Strategy and Innovation)

Alan Speirs, Assistant Chief Constable (Professionalism and Assurance)  
Neil Dickson, Director of Change  
Angela McLaren, Assistant Chief Constable (Operational Change and Resilience)  
James Gray, Chief Financial Officer

## **1. CHAIR'S OPENING REMARKS**

The Chair opened the meeting and welcomed all attendees. Members were updated that the final SPA Full Board Meeting of 2018 was scheduled to take place in November, with consideration ongoing in terms of SPA Board frequency and meeting dates for 2019.

## **2. QUORATE, MINUTES AND ACTION LOG**

### **2.1 Minutes of Previous Meeting**

Quorate was confirmed and the minute of the previous meeting was approved by members.

### **2.2 Action / Decision Log**

The action log was reviewed and updates noted by members.

- Action 57.17 - updated and closed
- Action 27.18 - updated and closed

## **3. MATTERS ARISING**

Verbal update was provided on progress with Scottish Government in respect of approved financials for Mobile Working and DDICT.

There were no matters of note from operational 'on call' matters.

## **FORCE GOVERNANCE BOARDS**

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

#### **4.1 General Update**

DCC Kerr presented a report from the Tasking and Delivery Board which met on 17<sup>th</sup> October 2018. This was noted by members.

## **5. Change Board**

### **5.1 General Update**

DCC Taylor presented a report from the Change Board which met on 8<sup>th</sup> November 2018. This included a Change Board proposal to defer implementation of the Contact Assessment Model (CAM) due to a number of factors. This generated discussion among members and the following decision:

**DECISION - SLB approved deferral of CAM pilot (scheduled to run in Q Division from end of March 2019) for a short period of not more than 2 months in recognition of a number of factors including Brexit contingency planning. Planning and preparation work to continue to ensure that pilot commences after short deferral and overall timescales for implementation of CAM are maintained.**

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

### **6.1 General Update**

DCO Page presented a report from the Corporate Finance and Investment Board which met on 7<sup>th</sup> November 2018. This was noted by members.

## **FORCE FUNCTIONAL BOARDS**

## **7. DCO Corporate Services, Strategy and Change**

### **7.1 Corporate Management Board and Digital Data & ICT update**

DCO Page presented a report from the Corporate Management Board which met on 29<sup>th</sup> October 2018. This was noted by members.

### **7.2 Corporate Support Services Monthly Report**

DCO Page presented the Corporate Support Services Monthly Report for October 2018. This was noted by members.

### **7.3 People and Wellbeing**

Jude Helliker presented a report relating to People and Wellbeing. Members noted the content of the paper including the positive feedback received in respect of the Senior Leaders Forum held on 25<sup>th</sup> October 2018. Members were advised that People and Wellbeing is now part of the Professionalism Portfolio.

#### **7.4 Recruitment Plan/Implications for Remainder of 18/19**

Jude Helliker presented an options report relating to the Recruitment Plan for 2018/19 which highlighted factors including contingency planning for the potential implications of Brexit. This generated discussion among members and the following decision:

**DECISION - SLB approved December recruitment plan to maintain FTE at present level of 17,147.**

#### **7.5 Soft Facilities Management (FM) Phase 2: Tendering of Cleaning and Janitorial Services**

DCO Page presented a report on this topic, recognising the need for further engagement and communication with relevant internal and external partners. This was noted by members.

#### **7.6 Transformation Corporate Support Services (TCSS)**

Director of Business Integration Tom McMahon presented a report on this topic and highlighted key information to members from the associated PowerPoint presentation. This was noted by members.

#### **7.7 Single Pay Date for Officers – Proposal**

DCO Page presented a report on this topic, highlighting the ongoing engagement and communication work required and that the matter would be discussed at the National JNCC. This was noted by members who agreed the direction of travel.

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

#### **8.1 Local Policing Management Board and Localism**

DCC Kerr presented a report from the Local Policing Management Board which met on 26<sup>th</sup> October 2018. This was noted by members. Discussion took place about the need for clear visibility across local policing command teams in respect of the change programme. Further discussion took place around policing demands and resourcing.

### **9. DCC Crime and Operational Support**

#### **9.1 Crime and Operational Support Board Update**

DCC Gwynne presented a report from the Crime and Operational Support Management Board which met on 6<sup>th</sup> November 2018. This was noted by members.

## **9.2 Brexit: Preparation and Planning**

DCC Gwynne provided a verbal update relating to ongoing planning, preparation and engagement being carried out in respect of the potential implications arising from Brexit. This generated discussion among members.

## **9.3 Major Incident Public Portal**

DCS Campbell presented a report on this topic proposing extended use of the Major Incident Public Portal (MIPP) within Police Scotland which would enable staff and partners to directly input data to the MIPP. This generated discussion among members who were supportive in principle but required further work to be carried out in terms of ICT implications and change impact.

**ACTION - Further work to be carried out including completion of a Change Impact Assessment and consideration of ICT impact and feasibility, with updated paper to be presented at a future Change Board.**

**DECISION - Not approved. SLB supported the recommendation in principle however required additional work to be carried out in terms of Change Impact Assessment and ICT Feasibility with updated paper to be presented to a future Change Board.**

## **9.4 Domestic Homicide – Prior Police Contact Procedural Review**

DCS Campbell presented a report on this topic seeking approval to introduce a revised process relating to Domestic Homicide – Prior Police Contact Procedural Reviews. Members were advised that the proposal would offer a more streamlined learning approach with sufficient flexibility to enable thorough and intensive scrutiny.

**DECISION - SLB approved recommendation within paper for revision to procedural review process subject to minor amendment that relevant Local Policing Command Teams should be included in the key notification network during the review process.**

## **10. DCC Professionalism**

### **10.1 Professionalism Board Update**

DCC Taylor presented a verbal update in respect of the Professionalism portfolio, advising that the first Professionalism Management Board is scheduled for 29<sup>th</sup> November 2018. This was noted by members.

## **10.2 Health and Safety**

DCC Taylor presented a report in respect of Health and Safety, recognising the significant amount of work carried out by the H&S Team, including the identification of good practice for wider roll out. This was noted by members.

## **10.3 Performance**

DCS Scott presented a report on this topic which was noted by members.

## **10.4 Risk and Assurance – Commissioning Criteria**

Superintendent Bell presented a report on this topic seeking approval for a risk based approach to prioritising assurance work within the Risk, Assurance and Inspection function. Members were advised that where certain criteria applied, the Assurance team would be requested to validate and test current and future risk controls.

**DECISION - SLB noted and approved the risk based approach to prioritisation of assurance work.**

## **11. Papers Approved for Submission to SPA**

- Q2 Performance Report - for SPA Full Board on 27<sup>th</sup> November 2018.

## **12. AOCB**

The Chair provided a brief update to members relating to the ongoing executive portfolio review.

## **13. Future meetings:**

The next meeting was confirmed for 12<sup>th</sup> December 2018.

The Chair closed the meeting and thanked members for their input.