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Strategic Leadership Board Discussion Summary

Wednesday 9th October 2019

Board Members In Attendance

Fiona Taylor	DCC People and Professionalism (Chair)
Will Kerr	DCC Local Policing
Malcolm Graham	DCC Crime and Operations
David Page	Deputy Chief Officer
John Hawkins	ACC Local Policing North
Bernard Higgins	ACC Local Policing West
Kenny MacDonald	ACC Local Policing East
Steve Johnson	ACC SPA Strategic Coordination Unit
Alan Speirs	ACC Professionalism and Assurance
Gary Ritchie	ACC Operational Change and Resilience, Partnership, Prevention and Community Wellbeing
Angela McLaren	ACC Organised Crime, Counter Terrorism and Intelligence
Jude Helliker	Director of People and Development
Andrew Hendry	Chief Digital and Information Officer
Martin Low	Chief Operating Officer
Tom McMahon	Director of Business Integration
James Gray	Chief Financial Officer
Chris Starrs	Head of Corporate Communications
Neil Dickson	Director of Transformational Change

Others In Attendance

Alan Waddell	Chief Superintendent, Divisional Commander, Q Division
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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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Louise Skelton	Chief Superintendent, Operational Support Division (rep ACC Williams)
Derek Frew	Superintendent, Strategy and Innovation (Item 10.1)
Lorraine Henderson	Detective Chief Superintendent, Specialist Crime Support (Item 13.3)
Kirsty-Louise Campbell	Head of Strategy and Innovation (Item 10.1 and 10.3)
Tony Chalk	Head of Fleet (Item 10.2)
Fiona Miller	Enterprise Risk Manager (Item 11.3)
Andy Bell	Superintendent, Strategic Engagement and Governance

Apologies	
Iain Livingstone	Chief Constable
Mark Williams	ACC Operational Support
Gillian MacDonald	ACC Major Crime and Public Protection
Duncan Campbell	Head of Legal Services

Item	No.	Items discussed	Decision/ Action	To be actioned by
1.	1.1	Chair's Opening Remarks Welcome and Introduction The Chair opened the meeting and welcomed all attendees.		
	1.2	Apologies Apologies were given as per the attendance section above.		
2.		Quorate, Minutes and Action Log		

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	2.1	Review of Action Log Updates were provided in respect of all outstanding actions, with three actions closed.		
	2.2	Summary of Discussion The summary of discussion was approved as a true and accurate reflection of the September meeting. The meeting was quorate.	Approved	
3.		Matters Arising		
	3.1	On call update There were no matters arising.	Noted	
Force Primary Boards				
4.	4.1	Operational Delivery Board Update DCC Kerr presented a report from the Operational Delivery Board which met on 25 th September 2019. The Board is being reconstructed to better support business requirements and tasking of assets, offer an evidence base for decisions, and provide clarity in terms of accountability and responsibility. There will continue to be incremental improvements over the next 6 months. This was noted by members.	Noted	

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5.	5.1	Change Board Update DCC Taylor presented a report from the Change Board which met on 1 st October 2019. Members were advised that there would be enhanced visibility of change activity through the Quarterly Strategic Operational Performance Board and that additional prioritisation work in respect of change would be required. There was also discussion about capacity creation through change. This was noted by members.	Noted	
6.	6.1	Corporate Finance and People Board Update ACC Speirs presented a report from the Corporate Finance and People Board which met on 1 st October 2019. This was noted by members.	Noted	
Force Management Boards				
7.	7.1	Corporate and People and Professionalism Management Board ACC Speirs gave a verbal update from the Corporate and People and Professionalism Management Board which met on 3 rd October 2019. Three key areas of update were provided relating to internal auditors role and remit, system automation proof of concept and the Dame Elish Angiolini report on Complaint Handling. This was noted by members. DCC Taylor and DCO Page advised they would review the format of the Corporate and People and Professionalism Management Board to develop a more manageable format.	Noted	
8.		Local Policing Management Board		

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	8.1	DCC Kerr presented a report from the Local Policing Management Board which met on the 17 th September 2019 including an update on progress under the Local Policing Programme. This was noted by members.	Noted	
9.	9.1	Crime and Operational Management Board DCC Graham presented a report from the Crime and Operational Management Board which met on 26 th September 2019 including an update on development work relating to mass mobilisation of officers. This was noted by members.	Noted	
Portfolio Areas				
10.	10.1	DCO Corporate Services, Strategy and Change Q2 Performance Report – timeline Director McMahon and Superintendent Frew outlining the proposed approach to and draft content of the Q2 Performance Report with associated timeline information. This generated discussion amongst members who approved the outline in principle. The Q2 Report will be considered by the Strategic Organisational Performance Board on 4 th November prior to submission to the Scottish Police Authority.	Approved in principle	
	10.2	Fleet Strategy DCO Page, Kirsty-Louise Campbell and Tony Chalk presented a report relating to the newly developed Police Scotland Fleet Strategy. Members were updated on the extensive engagement work underpinning the Strategy which had informed its development. Further consultation and		

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	<p>10.3 Strategic Assessment</p> <p>Director McMahon and Kirsty-Louise Campbell presented a report outlining the draft Strategic Assessment. Members were advised that the draft was a comprehensive operational and organisational Strategic Assessment. This generated discussion among members in terms of content and prioritisation, and it was confirmed there would be an opportunity to provide further comment to inform the final version.</p>	<p>engagement will continue in respect of Ultra Low Emission Vehicles, recognising the need for a phased approach to this transition. The Strategy was approved for submission to the Scottish Police Authority.</p>	<p>Approved</p>	
	<p>10.4 Externally Funded Officers Policy</p> <p>James Gray presented a report highlighting a proposed policy position in respect of externally funded officers. This was approved by members.</p>		<p>Approved</p>	
11.	<p>11.1 Health and Safety Update</p> <p>DCC Taylor presented a report relating to Health and Safety which included information relating to a rise in RIDDOR figures and ongoing work designed to address this. Positive comment was made about the work being carried by the Health and Safety Team within Police Scotland. This was noted by members.</p>	<p>DCC People and Professionalism</p>	<p>Noted</p>	
	<p>11.2 People and Development Update</p> <p>Director Helliker presented an update report in respect of People, Development and Wellbeing including information on 'My Career Pathway' engagement sessions. This was noted by members.</p>		<p>Noted</p>	

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	11.2.1	People Dashboard	Noted	
		Members noted the latest statistical information from the People Dashboard.		
	11.3	Strategic Risks Fiona Miller presented a quarterly update report relating Risk. Members discussed a number of risk areas including risks associated with ongoing work in respect of the Staff Pay Claim. It was confirmed that Police Scotland has engaged fully with Scottish Government to ensure they are aware of our approach to the staff pay claim - i.e. to offer in line with Public Sector Pay Policy (PSPP) and budgeted cost - which is in line with the approach we took to Police Officer pay negotiations. ACTION: Consider the contingency arrangements for C3 and Criminal Justice should the staff pay negotiations lead to industrial action. ACTION: Demand for specialist services potentially exceeding capacity to be considered for recording as a corporate risk	Noted ACTION ACTION	ACCs K MacDonald/ Hawkins & Director Helliker Fiona Miller/ DCC Graham
	11.4	Negotiator Function Review This item was removed from the agenda prior to the Strategic Leadership Board meeting.		
	11.5	Independent Complaint Handling Review This item was not discussed as a more detailed report will be provided to a future Board meeting.	Noted	
	11.6	Police Officer Dog Handlers – Mileage expenses		

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		Director Helliker present a report outlining options and a proposal in respect of back payments for expenses. This was agreed in principle with further engagement required over financial options.	Approved in principle	
12.	12.1	DCC Local Policing Brexit: Preparation and Planning (Standing Item) DCC Kerr provided a verbal update in respect of Brexit which generated discussion among members.	Noted	
	12.2	Local Policing Programme Update An update in respect of this area had been provided at Item 8.1.	Noted	
	12.3	Public Space CCTV ACC Ritchie presented an update report in respect of Public Space CCTV and ongoing engagement with relevant partners. This generated discussion and was noted by members.	Noted	
13.	13.1	DCC Crime and Operations Mass Mobilisation of Resources An update in respect of this area had been provided at Item 9.1.	Noted	
	13.2	Public Order Capability and Capacity - Future Operating Model Options DCC Graham and Chief Superintendent Skelton presented a report which highlighted a number of demands and challenges in respect of public order capability and capacity. Members were asked		

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	13.3	<p>to recognise the need to distinguish between short term resourcing requirements and cost in respect of public order and specialist resources, with the medium term requirement to consider the structure, design and associated costs for Police Scotland public order and other specialist capabilities. There were a number of recommendations within the paper as follows:</p> <ul style="list-style-type: none">- Paragraph 4.7 Recommendation 1: APPROVED.- Paragraph 5.2 Recommendation 2: APPROVED in PRINCIPLE (however feasibility discussion required with ICT regarding scope of Chronicle system).- Paragraph 7.2 Recommendation 3: APPROVED (SLWG to be chaired by ACC Williams).- Paragraph 7.4 Recommendation 4: APPROVED.- Paragraph 7.6 Recommendation 5: APPROVED in PRINCIPLE (subject to feasibility and further discussion). <p>ACTION: Consider options in respect of breadth of senior officer specialisms and responsibilities to address command resilience challenges.</p> <p>Brexit and Associated Legal Implications</p> <p>ACC McLaren and DCI Henderson presented a report which provided an update on Brexit and preparations for potential loss of Justice and Home Affairs measures. DCO Page requested that the full time staff uplift in this area is recorded as part of the recurring Brexit costs. This was noted by members.</p>	<p>Approved in principle</p> <p>ACTION</p> <p>Noted</p>	<p>DCC Kerr</p>
14.		<p>Papers Approved for Submission to SPA</p> <ul style="list-style-type: none">• Fleet Strategy		
15.		<p>AOCB</p> <p>Nil</p>	<p>Noted</p>	

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16.		Review of Actions Three actions noted throughout the meeting	Noted	
		Future Meetings Wednesday 13 th November 2019 The Chair closed the meeting and thanked members for their input.		