# Strategic Leadership Board - Discussion Summary

**Wednesday 18 March 2025**

## Board Members in Attendance

Jo Farrell Chief Constable (Chair)

Jane Connors DCC Local Policing

Alan Speirs DCC Professionalism and Enabling Services

Bex Smith DCC Transformation

Emma Bond ACC Local Policing North

Gary Ritchie ACC Operational Support

Steve Johnson ACC Major Crime, Public Protection and Local Crime

Mark Sutherland ACC Local Policing West

Tim Mairs ACC Local Policing East

Cat Paton ACC Policing Together

Wendy Middleton ACC Criminal Justice

James Gray Chief Financial Officer

Katy Miller, Director of People and Development

Andrew Hendry Chief Digital Information Officer

Patrick Brown T/Director of Strategy and Analysis

## Others In Attendance

Rob Shepherd, Chief Superintendent, Divisional Commander

James Douglas, Legal Services Manager (Rep for Duncan Campbell)

Head of Communications Projects and Delivery (Rep for Chris Starrs)

Superintendent, Chief of Staff

Chief Inspector, Executive Support

Sergeant, Executive Support (Observer)

Sergeant, Executive Support (Observer)

Executive Account Manager, Corporate Communications

Secretariat, Committee Services

Head of Criminal Intelligence Analysis (Presenting item 4.6)

Programme Manager (Presenting item 5.2)

Head of Finance (Presenting item 6.2 and 6.3)

Head of Strategic Procurement (Presenting item 6.6)

Strategic Procurement Manager (Presenting item 6.6)

Procurement Operations Manager (Presenting item 6.6)

## Apologies

Stuart Houston ACC Organised Crime, CT and Intelligence

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

Vacant ACC Professionalism and Assurance

## Standing Items

### 1.1 Introduction

The Chair welcomed all members and attendees.

### 1.2 Apologies

Apologies and representatives were noted as detailed above. The meeting was quorate.

### 1.3 Declaration of Interest

No declarations of interest were made.

### 2.4 Review of Action Log

Actions were reviewed and the action log updated accordingly.

### 2.5 Review of Decisions

Members were presented with details of the strategic decisions made over the last reporting period.

### 2.6 Summary of Discussion from previous meeting

The discussion summary was approved as a true and accurate reflection of the meeting held on 12 February 2025.

## Primary Boards

### 3.1 Corporate Finance Board

DCC Connors presented a report on the Corporate Finance Board, held on 4 March 2025. Updates included P10 financial monitoring report, contact awards and estates updates. This included an update on a paper in the private session on Budget Update for 2025/26. This was noted by members.

### 3.2 Change Board

DCC Smith presented a report on the Extra Ordinary Change Board, held on 4 March 2025. The purpose of the meeting was to discuss the NICCS change request regarding additional costs and extension to delivery timescales. ACC Bond provided further update on go live dates and version release. This was noted by members.

### 3.3 People Board

DCC Speirs presented a report on the People Board held on 5 March 2025. This included updates on probationer intake, recruitment, promotion and succession planning and training. This was noted by members.

### 3.4 Performance Board

DCC Connors presented a report from the Performance Board held on 10 March 2025. This included updates on the Performance and Accountability Framework, National Strategic Assessment and the Threat Harm and Risk Assessment. This was noted by members.

## DCC Operational Policing

### 4.1 Management Update

DCC Connors provided a verbal update on her portfolio area. This included an update on the new meeting structures. This was noted by members.

### 4.2 Tenure of Post – Operational Support

ACC Ritchie presented a report detailing the development of proposals to introduce tenure of post across Police Scotland following the national implementation across Operational Support. This generated significant discussion regarding the supporting processes, skill sets, timings, organisational impact and career paths. It was noted that implementation would require supporting mechanisms in terms of strategic workforce planning and SCoPE and given the amount of change within the organisation, it should move at appropriate pace.

DECISION: The proposal was agreed in terms of the development of the proposals, creation of SLWG and Policy. Oversight to be provided through OPMB and Finance and People Board.

### 4.3 Update on Force Mobilisation Model

ACC Ritchie provided a verbal update to members regarding the timelines for implementation of the Force Mobilisation Model. This was noted by members.

### 4.4 Update on Force Incident Manager

ACC Bond presented a report to update members around the introduction of the Force Incident Manager role. The ITFC and Force overview updates will come to SLB in due course. This was noted by members.

### 4.5 Retail Crime

ACC Mairs presented a report regarding the plans for the Retail Crime Task Force. This included a request for an uplift in resources.

DECISION: Members approved plans and approach.

### 4.6 Operational Policing Tasking Group

ACC Middleton presented a report seeking approval for a new Operational Policing Tasking Group which would replace multiple tasking forums across the Organisation. Alison Airlie supported the discussions regarding the process of tasking and the tactical assessment.

DECISION: Proposal approved by members.

## DCC Transformation

### 5.1 Management Update

DCC Smith provided an update on her portfolio. This included an update on the high-level strategic plan being created to bring together all change activity, LPSDR, Estates, Data and Digital and Strategic Workforce planning. This will allow an overview of what we need to and when. This was noted by members.

### 5.2 Body Worn Video

CDIO Hendry and Joneen Clarke provided members with an update on the Body Worn Video project. This included timescales, technical work, stress testing and impact assessments. This was noted by members.

## DCC Professionalism and Enabling Services

### 6.1 Management Update

DCC Speirs provided an update on his portfolio area. This included an update on training and survey results. This was noted by members.

### 6.2 Financial Monitoring

Lynn Brown presented members with an update on the financial position for period 10 of the financial year 2024-25. This included an update on revenue, capital and reform. This was noted by members.

### 6.3 Budget Update 2025/26

Lynn Brown presented a reporting on the draft budget 2025/26 and schedule of rates for events seeking approval from members. This generated significant discussion on the narrative within the budget and the terminology used. It was agreed that operational content should be added to the slides. There were discussions regarding recruitment options and how the different scenarios could play out. This led to a discussion regarding officer numbers and rank ratios. It was agreed that rank ratios work should be reviewed further.

DECISION: Budget Update and schedule of rates for events were approved by members.

ACTION: Rank Ratio work to be reviewed in line with organisational design.

### 6.4 Governance Review

T/Director Brown presented a report to members detailing the Governance Review. This included an update on the recommendations around Corporate Governance Framework, creation of functional boards, operating rhythm and review of portfolio boards and groups. This was agreed by members.

DECISION: Recommendations approved by members.

### 6.5 Draft Annual Police Plan

T/Director Brown presented a report to members seeking approval of the proposal annual police plan and deliverables document. This was approved by members for onward transition to the SPA Board.

DECISION: Report approved for onwards transmission to SPA Board.

### 6.6 Procurement Strategy

Iain McKie provided members with an update on the Procurement Strategy and high-level procurement processes. These have been updated for the new strategy which will cover period 2025-2028. This was noted by members.

### 6.7 Estates Update

CFO Gray provided an updated to members on the Estates Master plan. A paper will come to SLB in April showing the agreed position and how it fits into the Change Plan. This was noted by members.

## Summary of Meeting

### 7.1. Papers Approved for Submission to SPA

Item 6.3 Budget 2025/26

Item 6.5 Annual Police Plan

### 7.2 Review of Actions

Item 4.2 - DECISION: The proposal was agreed in terms of the development of the proposals, creation of SLWG and Policy. Oversight to be provided through OPMB and Finance and People Board.

Item 4.5 DECISION: Members approved retail crime plans and approach.

Item 4.6 DECISION: Operational Policing Tasking Group - Proposal approved by members.

Item 6.3 DECISION: Budget Update and schedule of rates for events were approved by members.

Item 6.3 ACTION: Rank Ratio work to be reviewed in line with organisational design.

Item 6.4 DECISION: Governance Review - Recommendations approved by members.

Item 6.5 DECISION: Annual Police Plan - Report approved for onwards transmission to SPA Board.

### 7.3. AOCB

Nil

### 7.4. Date of next meeting

The next meeting will take place on Wednesday 16 April 2025.

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