# Strategic Leadership Board - Discussion Summary

**Wednesday 16 April 2025**

## Board Members in Attendance

Jo Farrell Chief Constable (Chair)

Alan Speirs DCC Professionalism and Enabling Services

Jane Connors DCC Local Policing

Stuart Houston ACC Organised Crime, CT and Intelligence

Emma Bond ACC Local Policing North

Alan Waddell ACC Operational Support

Steve Johnson ACC Major Crime, Public Protection and Local Crime

Catriona Paton ACC Policing Together

Mark Sutherland ACC Local Policing West

Breeda McCaffrey Director of Transformation (Rep for DCC Smith)

Andrew Hendry Chief Digital Information Officer

Patrick Brown T/Director of Strategy and Analysis

Duncan Campbell Chief Legal Officer

## Others In Attendance

Nicola Russell Chief Supt, D Division, Divisional Commander Representative

Head of Corporate Communications (Rep for Chris Starrs)

Head of Human Resources (Rep for Director Miller)

T/Head of Finance (Rep for CFO Gray)

Superintendent, Chief of Staff

Chief Inspector, Executive Support

Sergeant, Executive Support

Sergeant, Executive Support

Secretariat, Committee Services

Chief Superintendent (Presenting Best Value Items)

Best Value Manager (Presenting Best Value Items)

Head of Best Value (Presenting Best Value Items)

Inspector (Presenting Best Value Items)

Audit Manager Transformation (Presenting Best Value Items)

Principal Analyst (Presenting Best Value Items)

Chief Superintendent (Presenting Best Value Items)

Estates (Presenting item 6.3)

Committee Services Officer (Secretariat)

## Apologies

Bex Smith DCC Transformation

Vacant ACC Professionalism and Assurance

Tim Mairs ACC Local Policing East

Wendy Middleton ACC Criminal Justice

James Gray Chief Financial Officer

Katy Miller Director of People and Development

Chris Starrs Head of Corporate Communications

## 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.

### 1.4 Review of Action Log and Decisions

Actions were reviewed and the action log updated accordingly, no decisions noted.

### 1.5 Summary of Discussion from previous meeting

The discussion summary was approved as a true and accurate reflection of the meeting held on 18 March 2025.

## Presentations

**2.1 Best Value**

Director Brown introduced the Best Value session for continuous improvement, organisational learning and how we capture.

Slides were shared before the presentation and 4 were covered in detail at the meeting:

* Performance Management – presented by Principal Analyst
* Equality and Diversity – presented by ACC Paton
* Leadership – presented by Supt Corrigan
* Working with Partners and Communities – presented by Chief Superintendent Davison

This generated considerable discussion and sources for evidence gathering. This was noted by members.

## Primary Boards

### 3.1 Finance and People Board

DCC Speirs presented the discussion summaries from the new Finance and People Board that was held on 1 April 2025. There was nothing by exception and noted that the P11 financial monitoring report is covered on the SLB agenda. The Chief enquired about modified duties and Head of Human Resources will produce a dashboard of PNE posts for members information. This was noted by members.

ACTION: Produce a dashboard of PNE posts within Divisions to facilitate duty modification

### 3.2 Transformation Board

Director McCaffrey presented the discussion summary from the new Transformation Board that was held on 1 April 2025. Highlights included the Forensic Services Long Term Sustainable Model for Criminal Toxicology IBC which will look to increase demand for toxicology analysis over the next 10 years from 3,000 to 22.000 samples and investment to automate, and we will support them. The change request for policing our communities on the Local Policing Service Delivery Review was approved. Noted by members.

### 3.3 Data and Digital Board

CDIO Hendry presented the discussion summary from the first Data and Digital Board and highlighted the number of projects ongoing and the 1,000 users using DESC. Ongoing development with Crime Unit and will arrange to get internal communications published for officers’ information.

ACTION: CDIO Hendry to discuss with ACC Johnson the approach to lifetime management and changes to Crime systems via DSEG Group.

## DCC Transformation

### 4.1 Management Update

Director McCaffrey presented the paper on DCC Smith’s portfolio area and highlighted that she has produced a one-page document on what is happening within the organisation. This was noted by members.

### DCC Operational Support

**5.1 Management Update**

DCC Connors provided an update on her portfolio highlighted they discussed Best Value, Workforce Survey and Finance. The Firearms Licensing paper was approved and starting process for nominees for the Bravery and Excellence Awards. This was noted by members.

## DCC Professionalism and Enabling Services

### 6.1 Management Update

DCC Speirs provided an update on his portfolio area, highlighting motor insurance renewal, Crime compliance audit, and demand on PSD. PRG will be replaced by Independent Advisory Group and more detail will be provided after the launch in June. This was noted by members.

ACTION: To provide an overview of all audit/inspection activity planned for this year and specific risk areas.

### 6.2 P11 Financial Monitoring

T/Head of Finance presented the Period 11 Financial Monitoring Report that reports to the end of February. Revenue, Reform and Capital on track for delivery following a huge effort from the organisation to make the savings. Overall position will be produced in June but confident it will be green so in a good position. This was noted by members.

### 6.3 Estates Update

ACC Sutherland presented the paper, with the support of Sergeant, Exec Support, listing the comprehensive programme of work that is underway to both develop the capability and capacity required to deliver the Masterplan. Police Scotland currently lacks the skills and experience to deliver a planned, strategic capital programme, as all the experience has been in tactical, and largely reactive, estates work. The 2025/2026 Capital Plan development should be a transition from a maintenance plan to early Year 1 Master delivery. There is a strategic asset management plan for the future of the estate and this allows us to plan and prioritise investment using a data led and operational policing informed evidence base and a 12-month business plan has been developed.

### 6.4 CVF Framework

Head of Human Resources presented the report where they are looking for approval on 4 recommendations;

* Adopt the 2024 revised College of Policing (CoP) CVF however with an amendment to retain Police Scotland Values in the model
* Adopt the College of Policing Leadership Standards to support the CVF and leadership approaches across Police Scotland
* Evaluate the pilot to remove the MyCareer Gateway from the NPPP by 12th May 2025, with a view to creating a plan and delivery timeline to achieve a permanent change to the promotion approach.
* Implement Phase 2 of MyCareer to include a refocus of the purpose, introduction of goals/objectives; creation of personal development plans; creation of feedback tools and ensuring that managers have supportive and developmental conversations with their people.

This is a large task as the last time changes were made 5,000 documents needed to be updated to align to CVF. DCC Connors informed that officers cannot send information home or do not have IT to complete so DCC Speirs asked if a bank of laptops could be made available, for up to 6 weeks, to allow them to borrow and complete. Members agreed and noted.

## Summary of Meeting

### 7.1. Review of items for escalation to SPA

Nil.

### 7.2 Review of Actions and decisions

Item 3.1 – ACTION - Produce a dashboard of PNE posts within Divisions to facilitate duty modification – Head of Human Resources/Director Miller

Item 3.3 – ACTION - CDIO Hendry to discuss with ACC Johnson the approach to lifetime management and changes to Crime systems via DSEG Group – CDIO Hendry

Item 6.1 – ACTION - To provide an overview of all audit/inspection activity planned for this year and specific risk areas – Director Brown

### 7.3. AOCB

Nil

### 7.4. Date of next meeting

The next meeting will be held on Wednesday 18 June 2025.