# Strategic Leadership Board - Discussion Summary

**Wednesday 18 June 2025**

## Board Members in Attendance

Jo Farrell Chief Constable (Chair)

Alan Speirs DCC Professionalism and Enabling Services

Jane Connors DCC Local Policing

Bex Smith DCC Transformation

Stuart Houston ACC Organised Crime, CT and Intelligence

Emma Bond ACC Local Policing North

Alan Waddell ACC Operational Support

Catriona Paton ACC Policing Together

Mark Sutherland ACC Local Policing West

Lynn Ratcliff T/ACC Professionalism and Assurance

Tim Mairs ACC Local Policing East

Wendy Middleton ACC Criminal Justice

Katy Miller Director of People and Development

Chris Starrs Head of Corporate Communications

Breeda McCaffrey Director of Transformation (Rep for DCC Smith)

Andrew Hendry Chief Digital Information Officer

Patrick Brown T/Director of Strategy and Analysis

Tom McMahon Director of Strategy and Analysis

## Others In Attendance

Lynn Brown T/Head of Finance, Rep for CFO Gray

James Douglas Legal Services Manager, Rep for Duncan Campbell

Ewen Logie Inspector (presenting item 5.9 via Webes)

Sharon Dalli Pensions Manager (presenting item 5.9 via Webex)

Scott Stewart Sgt, Executive Support, Observer

James Baxendale, Chief Inspector, Executive Support

Claire Hailstones Committee Services Manager, Secretariat

## Apologies

Duncan Campbell Chief Legal Officer

James Gray Chief Financial Officer

Steve Johnson ACC Major Crime, Public Protection and Local Crime

## 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, and 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 16 April 2025.

## Primary Boards

### 2.1 Finance and People Board

DCC Connors presented the discussion summaries from the Finance and People Board that was held on 12 June 2025. Highlights included an update on the overpayment write off report, which was not approved, a policy will be developed in this area and brought back. Contract awards were presented for approval and the capital update and provisional year end outturn report. Within the People section, there were two papers regarding grievances and mediation, noting the good work in this area. TRiM training was highlighted and there will be a review undertaken with updates brought back in due course. This was noted by members.

### 2.2 Transformation Board

### DCC Smith presented the discussion summary from the new Transformation Board that was held on 3 June 2025. Highlights included the Transformation plan and roadmap which was presented to members, a round of reports from the Portfolio Management Group meeting and the business cases presented for approval. This was noted by members.3.3 Data and Digital Board.

**2.3 Data and Digital Board**

DCC Smith presented the discussion summary from the Data and Digital Board which was held on 4 June 2025. Highlights included updates from digital on the robotic process automation and the databelt. There were discussions regarding how we present to the Scottish Government regarding funding for innovation and infrastructure and the possibility of looking at other funding streams available in this area. This was noted by members.

**2.4 Performance Board**

DCC Connors presented the discussion summary from the Performance Board which was held on 23 May 2025. Highlights included updates on the Q4 performance reports and performance and accountability framework. This was noted by members.

## DCC Transformation

### 3.1 Management Update

DCC Smith presented an update from the Transformation Management Board. This included business as usual update and a discussion regarding a review of PNE within the Change team. This was noted by members.

**3.2 Data Science Input**

Harry Schone, Data Science and AI Lead presented an update to members showcasing the work being carried out within this area. This generated significant discussions regarding how the organisation uses innovation and data science. There were questions raised around resourcing, demand, funding, investment, training and prioritisation. Members thanked Harry and his team for their work in this area.

**3.3 Transformation Plan**

Director McCaffrey presented an update to members on the work being undertaken on the Transformation Plan. This included an update on prioritisation, front door, mechanisms and behaviours. This was noted by members.

### DCC Operational Support

**4.1 Management Update**

DCC Connors presented an update from her management board meeting. Highlights included an update on Electronic use of Bail, working being carried out to look at allowances and C3 FIM. This was noted by members.

**4.2** **Live Facial Recognition**

DCC Connors presented a report outlining the work that has been conducted as part of the Police Scotland, SPA and Scottish Biometrics Commissioner’s National Conversation on Live Facial Recognition. The report detailed the next steps and the proposed outcome of the conversations. There were discussions amongst members regarding how this area would be funded and prioritised within the wider change programme.

It was agreed that the options would be further expanded. A business case will be developed which will include funding, ethics and functional aspects.

**ACTION: The LFR paper will be further developed to expand the options and this will be presented to COT.**

## DCC Professionalism and Enabling Services

### 5.1 Management Update

DCC Speirs presented a verbal update from his management board which took place on Monday 16 June. This included updates on the YSM diamond group being stood down and discussions regarding the remit of the Audit and Risk board. This led to discussions regarding delayed audit recommendations and the processes around how the yearly audit plan is created.

### There were significant discussions regarding Sex and Gender and the rollout of guidance. It was agreed that the NPCC guidance would not be released until Monday 23 June, pending more discussions within the Executive. This will be raised at the Senior Leaders Forum on Friday 20 June.

### 5.2 25/26 Capital Update

Lynn Brown presented the capital position for period 1. It was noted that the capital taskforce will take place on Monday 23 June. This was noted by members.

### 5.3 Financial Plan

Lynn Brown presented the financial plan update for 2025-26 to 2029-20 to members. This sets out the strategic framework and establishes a baseline to guide decision making over next five years. The implications of the UK spending review will be sent directly to SPA. This was noted by members.

**5.4** **Acting and Temporary Roles**

Supt Aird presented a report to members detailing the work carried out in this area. This detailed the total number of officers in temporary and acting roles across the three regionals. There were recommendations within the report to carry out an in-depth review. This was agreed by members.

**ACTION: Chief Supt MacDougall to carry out a review of temporary and acting roles, including processes and policy changes within 6-week period.**

**DECISION: Recommendations within the report were agreed.**

**5.5 P&D Update**

Due to timing, this item was not covered. Members were asked to note the report.

**5.6 Your Voice Matters**

Director McMahon presented a report to members detailing recommendations in relation to the publishing and issuing of reports to SPA regarding the YVM survey. It was noted that the survey will go live on 4 August.

**DECISION: Recommendations approved by members.**

**5.7 Colleague Engagement**

Director McMahon presented a report regarding the statement of requirements for our colleague engagement platform. It was agreed that this would progress to procurement. This was noted by members.

**5.8 Performance Prototypes**

Director Brown presented a report to members to present prototype options for the design of the Q1 performance report. There were significant discussions around how and what we measure and the data that is available to us.

**ACTION: Members to feedback to Director Brown regarding their preference on the prototype report.**

**5.9 Retire and Return**

Inspector Logie and Sharon Balli presented a paper to members to highlight the key features of the 30+/30++ schemes in Scotland and the retire and return arrangements available in England and Wales. It was agreed by members that this will not progress at this time and will be reviewed in 12 months’ time, once further work is carried out on our strategic workforce planning.

**DECISION: Retire and Return not to be progressed at this time.**

## Summary of Meeting

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

Nil.

### 6.2 Review of Actions and decisions

Item 4.2 – ACTION - The LFR paper will be further developed to expand the options and this will be presented to COT.

Item 4.3 - ACTION: Chief Supt MacDougall to carry out a review of temporary and acting roles, including processes and policy changes within 6 week period.

Item 4.3 - DECISION: Recommendations within the Acting and Temp roles report were agreed.

Item 5.6 - DECISION: Recommendations approved by members.

Item 5.8 - ACTION: Members to feedback to Director Brown regarding their preference on the prototype report.

Item 5.9 - DECISION: Retire and Return not to be progressed at this time.

### 6.3. AOCB

**6.3.1** **Withdrawing of Services**

ACC Sutherland presented a report to members detailing a review of partnership services that have been withdrawn or reduced across Local Authority areas and which have had, or can be expected to have, an impact on local policing service delivery, or broader public outcomes. This generated discussions around the next steps and what Police Scotland would need to consider. This was noted by members.

ACC Middleton raised an item regarding a recent visit to Kelvingrove Gallery where there is an exhibition on Sheku Bayoh. This generated discussions regarding how we progress with anti-racist training and what will be considered next as part of our move towards being an anti-racist organisation. DCC Connors will speak to the Chief regarding this.

It was noted that Chris Starrs, Head of Corporate Communications is retiring, and this was his last SLB. DCC Connors thanked him for his input, support and guidance, wishing him all the best in his retirement.

### 6.4. Date of next meeting

The next meeting will be held on Wednesday 13 August 2025.