# Strategic Leadership Board - Discussion Summary

**Wednesday 10 January 2024**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Malcolm Graham DCC Local Policing

Jane Connors DCC Crime and Operational Support

Alan Speirs T/DCC Professionalism, Strategy and Engagement

Emma Bond ACC Local Policing North

Steve Johnson ACC Local Policing West

Gary Ritchie ACC Operational Support

Wendy Middleton ACC Criminal Justice

David Duncan ACC Policing Together

Tim Mairs ACC Local Policing East

Bex Smith ACC Major Crime, Public Protection and Local Crime

Andy Freeburn ACC Organised Crime, CT and Intelligence

Stuart Houston, T/ACC Professionalism and Assurance

Katy Miller, Director of People and Development

James Gray Chief Financial Officer

Tom McMahon Director of Strategy and Analysis

Duncan Campbell Chief Legal Officer

Chris Starrs Head of Corporate Communications

## Others In Attendance

Barry Blair, Chief Superintendent, Divisional Commander

CT Strategic (Observer)

Dr Victor Olisa, Strategic Inclusion and Equalities Lead (Presenting Item 4.1)

Kirsty-Louise Campbell, Head of Strategy and Innovation (Presenting Item 4.1)

Lynn Brown, Head of Corporate Finance (Presenting Item 5.2)

Patrick Brown, Head of Finance

Mark Sutherland, Chief Superintendent, Chief of Staff

Head of Portfolio Delivery (Representing CDIO Hendry)

Jen Aird, Superintendent, Strategic Engagement and Governance

Inspector, Executive Support (Observer)

Claire Hailstones, Secretariat, Committee Services

## Apologies

Fiona Taylor Deputy Chief Constable Designate

David Page Deputy Chief Officer

Andrew Hendry Chief Digital Information Officer

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

Chief Constable Farrell welcomed all attendees to SLB, held in Court Room at Tulliallan.

## 1.2 Apologies

Apologies were given and representatives duly noted. The meeting was quorate.

## 2 Minutes and Action Log

### 2.1 Review of Action Log

The action log was reviewed. Six actions remained open, following updates it was agreed that four could be closed. Action log updated accordingly.

### 2.2 Decisions Since Last Meeting

The decision log was reviewed with one decision made since December meeting.

Decision/Action: Noted

### 2.3 Summary of Discussion

The summary of discussion was approved as a true and accurate reflection of the meeting held on 13 December 2023.

Decision/Action: Approved

### Primary Boards

### 3.1 Environmental Sustainability Board

T/DCC Speirs presented a report on the Environmental Sustainability Board which was held on the 14 December, highlighting the ongoing work in this area detailing the funding and grants available. This was noted by members.

### Themes for Discussion

### 4.1 Institutional Discrimination Survey

ACC Duncan introduced a report and insight pack on the recent Institutional Discrimination survey that carried out. The presentation was supported by input from Dr Victor Olisa, Strategic Inclusion Lead, and Kirsty Louise Campbell, Head of Strategy. The presentation focused on the complexities and complex landscape of attitudes towards, and experiences of institutional discrimination across the organisation.

There was significant discussion between members regarding existing and ongoing activity and planned next steps. There was agreement that information and learning packages need to better reach down into the bedrock level of the organisation in order for the officers and staff to know what action is being taken.

The Chief Constable queried how our survey programme is run, ownership and alignment. It was agreed that a proposal detailing aspirations of the programme, delivery points an outputs should be brought back to SLB.

ACTION: Proposal to be developed to consolidate our existing survey activity, identify how the programme works, what this will look like in the future and identify key delivery points and outcomes.

### 4.2 Cultural Inspection

T/ACC Houston presented an update on the HMICS Review of Organisational Culture, detailing the actions required. This generated discussions regarding accuracy of the general points, leadership behaviours and how we combat these taking into account the need to show and demonstrate executive decision making. It was stated that work is ongoing to meet the recommendations.

ACTION: A further update is to be brought back to COT in due course. Members were asked to consider the findings and actions within their teams and link back into ACC Professionalism and Assurance.

### 4.3 Talent Management

Director Miller presented an update on Talent Management regarding our current position and where we aspire to be in the future. The update included ideas and suggestions on how we progress performance management within the organisation, linking this back into succession planning and talent management, a key factor being that the three areas need to exist together. There was significant discussion around the selection and promotion process and how we identify individuals and how we define “Talent”.

It was agreed that this would be progressed through discussions with Directors/ACCs and Divisional Commanders in terms of what the future landscape looks like, with a clear criteria on what we want our leaders to be. This would also take into account the promotion process and mycareer.

ACTION: Following consultation, a talent roadmap will be created with prioritisation given to the promotion process.

### Portfolio Areas

### DCO Corporate Support

### 5.1 Management Board Update

T/DCC Speirs presented a report from the Corporate Management and People Board which met on 18 December highlighting significant areas of portfolio business. This was noted by members.

### 5.2 2024/25 Budget Update

CFO Gray, Patrick Brown and Lynn Brown presented an update to members on 2024/25 budget exercise for revenue, capital and reform following the announcement of the 2024/25 Scottish Government draft budget. It was noted that there were changes to the reported figures due to accounting changes. Although no decisions were required, members were asked to consider key decisions required before the end of the financial year with regards to workforce numbers for police officers and staff and ongoing recruitment. It was noted that there is work needed to reduce the permanent non establishment figures and this will be progressed through the Resource Maximisation Group before the end of the financial year. There are further discussions required on the reform funding. This will be considered at COT on 15 January, where there will be dedicated time to discuss the workforce numbers and financial implications.

### DCC Crime and Operational Support

### 6.1 Management Board Update

DCC Connors presented a report from the Crime and Operational Support Management Board which met on 21 December. Updates were provided on the National Dog Trials 2024. This was noted by members.

### DCC Local Policing

### 7.1 Management Board Update

DCC Graham presented a report from the Local Policing Management Board which met on 3 January. This included updates on Proportionate Response to Crime pilot, Criminal Justice Improvement Plan and the Local Policing Service Design Review. This was noted by members.

### DCC Professionalism, Strategy and Engagement

### 8.1 Management Update

T/DCC Speirs presented a report from his command area highlighting significant areas of portfolio business. This was noted by members.

### 8.2 Recruitment and Profiling of Probationers

This item was not covered as an update was given as an action update.

### 9. Papers Approved for Submission to SPA

Nil

### 10. AOCB

Nil

### 11. Review of Actions

Item 4.1 - Proposal to be developed to consolidate our existing survey activity, identify how the programme works, what this will look like in the future and identify key delivery points and outcomes. Owner – T/DCC Speirs.

Item 4.2 - A further update is to be brought back to COT in due course. Members were asked to consider the findings and actions within their teams and link back into ACC Professionalism and Assurance. Owner – T/ACC Houston.

Item 4.3 - Following consultation, a talent roadmap will be created with prioritisation given to the promotion process.

## Future Meeting

The next meeting will take place on 7 February in the Graham Room, Police Scotland Headquarters. The Chair closed the meeting and thanked members for their input.