# Strategic Leadership Board - Discussion Summary

**Wednesday 22 January 2025**

## Board Members in Attendance

Jo Farrell, Chief Constable (Chair)

Bex Smith DCC Crime

Alan Speirs, DCC People and Professionalism

Wendy Middleton ACC Criminal Justice

Emma Bond ACC Local Policing North

Gary Ritchie ACC Operational Support

Andy Freeburn ACC Organised Crime, CT and Intelligence

Stuart Houston, ACC Professionalism and Assurance

Tim Mairs ACC Local Policing East

Mark Sutherland ACC Local Policing West

Cat Paton ACC Policing Together

Chris Starrs Head of Corporate Communications

Andrew Hendry Chief Digital Information Officer

James Gray Chief Financial Officer

Duncan Campbell Chief Legal Officer

Katy Miller, Director of People and Development

## Others In Attendance

Head of Finance (Presenting item 5.3)

Risk Manager (Presenting Item 6.2)

Superintendent, Chief of Staff

Secretariat, Committee Services

## Apologies

Jane Connors DCC Local Policing

Steve Johnson ACC Major Crime, Public Protection and Local Crime

Patrick Brown T/Director of Strategy and Analysis

## Chair’s Opening Remarks

### 1.1 Welcome and Introduction

Chief Constable Farrell welcomed all attendees to SLB, held in the Graham Room at SPC.

## 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

There is one open action for SLB level. It was agreed that this would remain open.

### 2.2 Decisions Since Last Meeting

There have been no decisions at a SLB level since the last 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 17 November 2024.

Decision/Action: Approved

## Portfolio Changes

## 3.1 Portfolio Changes

Following on from the discussions at COT on 20 January, Chief Constable Farrell asked members for their suggestions and thoughts on the proposals to change and move DCC portfolios. The driver for changes is around how we support the vision and three-year plan, how the Organisation is set up for success, tackling threat, risk and harm and achieving best value and efficiencies.

There were discussions from ACCs regarding the challenges, barriers and unintended consequences of changes. It was agreed that forward planning, culture and structures need to be strengthened. Any new proposals need to support the front line and merging portfolios will provide resilience.

This led to a discussion around our corporate decision-making abilities and risk appetites. An update on the Governance Review work was provided about reporting structures, volume of meetings and frameworks.

There was no decision made regarding portfolio changes. There will be further discussions and linked to ACC recruitment.

## DCC Crime

## 4.1 Management Update

DCC Smith presented a report from the Crime Board, which was held on 14 January 2025. This included updates on investigative training, case management backlogs and internal audit of productions. This was noted by members.

## DCC Local Policing

**5.1 Management Board Update**

There was no update provided for this item.

**5.2 Financial Monitoring**

CFO Gray and Lynn Brown presented a report providing detail on the financial position for period 8 and 9. This included an update on the revenue, capital and reform. Key highlights included capital spend, pay award implications and capital planning. There were discussions around the culture and mechanisms for capital spend and the need to look at all transformation initiatives to ensure they are budgeted for and prioritised alongside the Change portfolio. This was noted by members.

ACTION: ACC Ritchie to investigate purchase of jackets for probationers and officers.

**5.3 Budget Proposal 2025/26**

CFO Gray and Lynn Brown presented a report to set out the revenue, capital and reform budget for policing for financial year 2025-26. This included discussions on provision for 25/26 pay award and increased National Insurance contributions. Two strategic risks have been raised with regard to NI costs and pay disputes and affordability. A full budget update will come back to SLB in February and March. This was noted by members.

## DCC People and Professionalism

**6.1 Management Board Update**

DCC Speirs presented a report to provide members with an update on his portfolio area. The key highlights included Best Value audit, Performance Framework and Staff Survey Results. This was noted by members.

**6.2 Quarterly Risk Review**

Sara MacKenzie presented a report to members to update on the change to the strategic risk profiles, which have been approved at management boards and Audit and Risk board during Q3. This will be presented to SPA Audit, Risk and Assurance Committee in February. The update provided the decrease of strategic risks and hotspots and emerging risks. This will be discussed further at the Strategic Risk Review taking place on 23 January. This was noted by members.

**6.3 Training Structure**

ACC Houston presented a report to members detailing the proposal to transform arrangements within the training structures. This will be done through Operation Uriel. A full TOR will be developed, and it will be governed by the Strategic Learning and Development Board. The Force Mobilisation Model will be considered to ensure that training is built into shift patterns. There will be regular updates brought back to SLB. This was approved by members.

DECISION: Approved by members.

**7. Papers Approved for Submission to SPA**

Item 6.2 Quarterly Risk Review to SPA Audit, Risk and Assurance Committee in February.

**8. AOCB**

CC Farrell noted this was ACC Freeburn’s last SLB meeting. She thanked him for his efforts and contributions and wished him well for his retirement.

## 9. Review of Actions

Item 5.2 ACTION: ACC Ritchie to investigate purchase of jackets for probationers and officers.

## 10. Future Meeting

The next meeting will take place on Wednesday 12 February 2025.

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