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SCOTTISH POLICE
AUTHORITY

Meeting	Public SPA Board Meeting
Date	28 September 2017
Location	Jurys Inn Hotel , Inverness
Title of Paper	Implementation Plan Update
Item Number	8.1
Presented By	DCO David Page
Recommendation to Members	For Noting
Appendix Attached	No

PURPOSE

The purpose of this paper is to update Members on progress with development of the 3 year implementation plan for Policing 2026.

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1. BACKGROUND

- 1.1 Following public consultation, the 10 Year Strategy for Policing in Scotland was agreed by the Scottish Police Authority and laid before the Scottish Parliament on the 20 June 2017.
- 1.2 It was also agreed that implementation activity would be split across 3 year periods, the first being 2017-20. The move to a 3 Year Planning cycle aligns Police Scotland with the wider strategic landscape
- 1.3 This paper outlines progress made to define the first 3 year implementation plan.

2. FURTHER DETAIL ON THE REPORT TOPIC

Financial Stability

- 2.1 Good progress continues to be made on a range of work focused on achieving stability in the current financial year. As a result, Police Scotland remains on course to deliver on our financial savings target for 2017/18, reducing our deficit to around £47m and ideally to exceed this. Activity to deliver these savings are separate to the 3 year implementation plan.

Progress to Date

- 2.2 Good progress has been made on our 3 year implementation plan. The scope & scale of the plan means more time is required to finalise an integrated plan and work is ongoing to complete this.
- 2.3 Progress has been made to build the capability and capacity to support delivery of the Strategy, but recruitment has been slower than anticipated. Recruitment to build our change delivery capability remains a key challenge.
- 2.4 A number of projects are scheduled to roll out significant deliverables in year 1 (17/18) including:

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- a new Leadership Strategy & with early implementation modules.
- Major improvements to our cyber infrastructure and establishment of our first Cyber Threat Assessment
- a high level target operating model for Corporate Services & Business Support
- Consolidated payroll systems.
- Movement of officers out of Corporate Services back to operational roles.

Good progress is also being made on important projects such as Staff Pay & Reward Modernisation, Commercial Excellence and National Network roll out.

2.5 In order to continue building our capability to progress the change Portfolio, we have made several key appointments, including the following recently appointed roles:

- Kirsty-Louise Campbell: Head of Strategy, Insight & Innovation
- Richard Whetton: Head of Partnerships & Collaboration

2.6 These new appointments are now contributing to this definition phase to help populate and describe what will be delivered over the next 3 years.

2.7 Critical to delivery of our 3 year implementation is ICT & Digital. As part of the process of developing our integrated 3 year implementation plan we have identified a number of areas where we need to increase our capability and capacity in this area and we are currently developing our plans to address this. We will provide an update to the Board in October on progress in this area.

2.8 Work will continue to define the Portfolio, programmes and projects, with tangible Benefits, Outputs, Outcomes and Deliverables.

Engagement

- 2.9 Engagement with stakeholders continues to be a priority to ensure appropriate input is incorporated to the plan. A bi-monthly engagement forum has been established with staff / officer representatives. Engagement with stakeholders will continue throughout the life of the plan. This activity will inform the content, prioritisation and impact of the various projects, phasing timescales and also the desired outcomes and benefits. Some of the stakeholders involved in recent engagement include Crown Office & Procurator Fiscal Service, Local Authority umbrella organisations (CoSLA and SOLACE), HMICS, staff associations and unions.

Next Steps

- 2.10 We continue to prioritise development of our Change, IT and Digital capability in order to support the change programme and building our plans to transform Corporate Services. Updates on these areas will be provided in October 2017.
- 2.11 Good progress continues to be made in developing our operational policing plans and more detailed updates on these will be submitted for consideration in early 2018.

3. FINANCIAL IMPLICATIONS

- 3.1 Significant capital and reform funding was secured from Scottish Government this year. A 3 Year Financial Plan will set out how this funding will be used.

4. PERSONNEL IMPLICATIONS

- 4.1 The implementation of the Policing 2026 Strategy will have personnel implications and we continue to proactively engage with staff and federation representatives in relation to all proposed change activities.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 The successful implementation of the 10 Year Strategy for Policing will enhance the overall reputation of the organisation.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATION

Members are requested to note the content of this paper.