

SCOTTISH POLICE
AUTHORITY

Meeting	SPA Board Meeting Public Session
Date	Tuesday 28 November 2017
Location	Stirling Court Hotel, University of Stirling FK9 4AE
Title of Paper	Serving a Changing Scotland
Item Number	11.2
Presented By	Neil Dickson, Director of Change
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 (Serving a Changing Scotland) for Policing 2026.

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. 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.
- 1.2 A central Change function is being established to support effective delivery of the planned changes. Recruitment has been slower than planned, but we now have an established Portfolio Management Office, a number of programme and project managers, and business analysts working alongside existing teams. Senior Responsible Officers are identified for seven programmes (outlined below), and Programme Boards for most programmes have been established.
- 1.3 The Police Scotland Change Board meets monthly and oversees both scoping of business cases and projects, and their delivery. A clear set of papers have been agreed to support decision making by Change Board members, and a reporting process is in place with all existing projects.
- 1.4 This paper outlines the main programmes which are being scoped currently and an update on projects with significant deliverables in this first year.

2. FURTHER DETAIL ON THE REPORT TOPIC

Programme structure of the 3 year plan

- 2.1 The 3 year plan is being structured around seven programmes. The programmes reflect both a need to finalise integration of the legacy forces, and to deliver the objectives outlined in our Policing 2026 Strategy.
- 2.2 The detail for some of these programmes is being scoped currently, and will be subject to appropriate business case approvals, however the information below provides an overview of the intended improvements.

<p>Local approaches to policing</p>	<ul style="list-style-type: none"> • In 2018, we will roll out a different way of assessing threat, risk and harm, following contact from the public, to ensure they receive the most appropriate response, from the agency best placed to do so. As an example, opportunities to have staff from partner agencies working within our control rooms, to assist in this assessment process, are being explored. • We recognise that communities across Scotland, be they remote, rural, or urban, are different and that a 'one size fits all' approach to policing is unlikely to be successful. We will therefore start to trial different ways of working within local policing, with the focus being upon creating a culture in which local management teams, staff and officers, can identify and implement improvements and changes in practice, which best reflect the specific needs of that community, while ensuring that best practice is adopted where appropriate to do so. • Initial business cases for Local Policing Development Project and Contact Assessment Model have been prepared for the Police Scotland Finance Board in January.
<p>Custody & criminal justice</p>	<ul style="list-style-type: none"> • Reviewing our custody and productions models to make them more effective and efficient • The current focus is on ensuring the appropriate staff mix within custody to minimise the backfill required from local policing, and designing a longer term plan for these areas • Initial business cases are being prepared for early 2018.
<p>Digitally enabled policing</p>	<ul style="list-style-type: none"> • Mobile enablement of our front line officers, and integration of our core systems so information is entered once and can be accessed when and where it is needed • Over the coming year we will start to roll out mobile devices to local officers – initially with basic functionality such as camera, sat nav and email - and will then gradually start to add apps which provide direct access to policing systems. An initial 1200 mobile devices have been approved at Initial Business Case stage and procurement is about to start. These will be used as a trial which will allow some of our front line officers to try different mobile device options and give feedback on the most

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	<p>appropriate ones, and also for us to understand more about how they can enable mobile working.</p> <ul style="list-style-type: none"> • Through our ADEL project we will roll out IT infrastructure which enables log on from any location – this will progress in a phased roll out over the coming two years. Procurement for National Network is scheduled to commence in early December
Cyber	<ul style="list-style-type: none"> • Ensuring we have the infrastructure and capability to manage and keep ahead of the emerging cyber threat • The current focus is on enhancing our digital forensic infrastructure so we can manage cyber evidence through the criminal justice process more effectively. Cyber hubs are being established in the North and West of Scotland, and procurement is underway to provide the technical infrastructure required to support these. • We will roll out c.40 “cyber kiosks” next year which enable local officers to triage devices seized and assess the requirement for further forensic analysis • We are also working with Scottish Government to raise awareness of cyber risks with the public and businesses, and undertaking our first Cyber Threat Assessment
People & improvement	<ul style="list-style-type: none"> • Initial focus is on wellbeing, leadership, and staff pay & reward modernisation. A full business case for Staff Pay & Reward Modernisation is being finalised currently. • We will enhance the way we engage our people, and put in place ways our people can identify and make small changes locally that make a big difference
Corporate Services transformation	<ul style="list-style-type: none"> • Creating a clear vision for the future shape of Corporate Services and implementing it • Initial focus is on defining the high level target model, and we are also progressing work to consolidate our legacy payroll systems and progressing consultation on un-used facilities with the intention of selling them if not required
Commercial excellence	<ul style="list-style-type: none"> • Improving our spend and contracts with 3rd party suppliers. This project is already in delivery. • The focus currently is on contracts such as travel, uniforms, cleaning & facilities maintenance.

Integration of British Transport Police is also being managed under our change portfolio. New governance and programme support is in place to ensure the transition is managed effectively.

- 2.3 Engagement within Police Scotland & with Partners is critical to the success of the planned improvements. We will start a quarterly cycle of engagement which collates relevant messages and needs for input across our projects. These core messages and engagement will then be rolled out through existing channels, and also through roadshows across Police Scotland. This will be in addition to specific project requirements for more detailed engagement on particular planned changes.

Overview and update on year one implementation

- 2.4 In addition to finalising the Policing 2026 strategy and establishing a new central Change function to support implementation a number of areas have been prioritised to ensure delivery or progress in this year. These are being governed through relevant Programme Boards. Project teams are in place to support each of these.
- 2.5 The following table provides a status update against priority year 1 projects:

Building capability	<ul style="list-style-type: none"> Recruitment of permanent and fixed term contract staff to build capacity and capability in support functions Change function established with recruitment ongoing to build capacity
Well-being programme	<ul style="list-style-type: none"> Programme established Well-being champions in place
Leadership strategy	<ul style="list-style-type: none"> Draft strategy being socialised, and on track to deliver final version in year A number of mentoring workshops for the Engaging Leaders Programme took place in November, with a mentor matching event planned for early December A new coaching course is also under development, and will form a core part of our leadership development approach.
Cyber: Digital Forensic	<ul style="list-style-type: none"> Procurement on track and under way to establish new cyber-crime forensic hubs, and also to procure

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Infrastructure	<p>c.40 cyber kiosks</p> <ul style="list-style-type: none"> • Roll out of kiosks will be in mid-2018 and is on track for delivery
Cyber: Cyber Threat Assessment	<ul style="list-style-type: none"> • On track, with plan to socialise early draft in early 2018 • On track, as part of joint work with Scottish Government to start roll out Public & Business awareness through "Protect" programme in 17/18
Interim payroll solution	<ul style="list-style-type: none"> • Original April 2018 go live is at risk, with anticipated new date of June 2018 • An assurance review is underway to assess additional support required • Additional project members being assigned from Change function
Corporate Services Transformation	<ul style="list-style-type: none"> • On track to deliver Corporate Services Operating model outline in early 2018 • Team being enhanced to accelerate this work
Staff Pay & Reward Modernisation	<ul style="list-style-type: none"> • Progressing to plan • Full business case being finalised for progression through governance process • Subject to approval of business case, project on track to enter formal negotiations with trade unions in early 2018
Digitally enabled policing	<ul style="list-style-type: none"> • Mobile working IBC approved and procurement of 1200 mobile devices underway • Core systems IBC in final stages of drafting
Automatic Number Plate Recognition	<ul style="list-style-type: none"> • Progressing to plan • Procurement complete and full business case taken to November Police Scotland Finance Board

Next Steps

2.17 Our immediate focus is to continue ongoing development of the plans & teams to deliver these changes, increase our engagement internally and with partners, and support projects to scope and deliver improvements across Police Scotland and the communities we serve.

2.18 Collation of the 3 year plan is underway, and we will engage stakeholders over the coming month for input and to finalise this. The 3 year plan will be presented at the December SPA Board.

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Serving a Changing Scotland
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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. Where specific project have social or community impact we are committed to appropriate engagement across these.

8. COMMUNITY IMPACT

- 7.2 There are no community implications associated with this paper. Where specific project have social or community impact we are committed to appropriate engagement across these.

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.