

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date and Time</b>	<b>24 June 2015, 11.30 – 14.30</b>
<b>Location</b>	<b>Tollcross International Swimming Centre, Glasgow</b>
<b>Title of Paper</b>	<b>Police Scotland Corporate Strategy 2014-16 - Update</b>
<b>Item Number</b>	<b>13</b>
<b>Presented By</b>	<b>DCC Neil Richardson, Police Scotland</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached:</b>	<b>Yes – Corporate strategy dashboard</b>

## **PURPOSE**

The purpose of this paper is to update the SPA Board on the governance processes for the delivery and reporting of the Police Scotland Corporate Strategy, as well as the progress to date.

*This paper is presented in line with the Scottish Police Authority / Police Scotland scheme of administration, section 12, and is submitted for consultation.*

## **1. BACKGROUND**

- 1.1 The Corporate Strategy, including the high level roadmap for delivery, was published in April 2014, following approval by the full Authority.
- 1.2 The outcome of these workshops was the grouping together of the initial 57 deliverables into 17 projects further grouped into the four delivery plans of:
  - Our People
  - Our Technology
  - Our Finances
  - Our Organisational Support
- 1.3 A governance process was developed with final approval in June 2014. Each of the four delivery plans is led by the relevant Director, who receives updates as appropriate from the project managers through their own business area meeting structures. In further support of the Directors, a co-ordinator for each of the delivery plans is in place.
- 1.4 Each project has a project management structure which is supported and managed by the co-ordinator who is responsible for reporting on progress through the relevant delivery plans. Organisational Development provide support across the Corporate Strategy at both project and delivery plan level.
- 1.5 The overall governance board for the Corporate Strategy delivery is the DCC Designates Business Area Board where the strategy is a standing agenda item and each Director reports on progress on a monthly basis.

## 2. FURTHER DETAIL ON REPORT TOPIC

- 2.1 For the purposes of reporting progress, the information detailed below relates to papers presented to the DCC Designate's Business Area Board on 5<sup>th</sup> June 2015. For information, the DCC's Dashboard is shown at Appendix A.
- 2.2 The delivery of the Corporate Strategy is monitored using robust progress measures. Any deviation as per the table below triggers an Issue Report which is submitted to the DCC Designates Business Area Board.

<b>On Target</b>	On target - no slippage anticipated. No resource consequences.
<b>Complete</b>	Deliverable complete. No residual consequences.
<b>At Risk of Delay</b>	Some slippage anticipated < 4 weeks. Potential to recover some time.
<b>Delayed</b>	Slippage anticipated and likely to be > 4 weeks or Critical Milestone which has no slippage permitted.

A percentage complete figure is provided as a means of demonstrating progress.

- 2.3 **Our People** – during the last reporting period, the delivery plan was reported as being **on target** and **69% complete (an increase of 25% from Dec 2014)**. Within this Delivery Plan there are 6 projects where 1 is complete, 4 are on target for delivery and 1 is delayed. The Resource Management Project was reporting delayed with 2 workstreams having submitted Issue Reports for resolution. Recommended actions were approved by the DCC Designate's Board on 5<sup>th</sup> June.
- 2.4 **Our Technology** - was reported as being **46% complete (an increase of 16% from Dec 2014)** and **on target** overall for the 4 projects during the last reporting period.
- 2.5 **Our Organisational Support** – was reported as being **on target** and **78% complete (an increase of 39% from Dec 2014)** during the last reporting period, with all five projects showing as being on target for delivery.
- 2.6 **Our Finances** – this Delivery Plan is made up of two projects; Financial Structures and Systems and Financial Planning. The Plan is shown overall as **73% complete (an increase of 61% from Dec 2014)** with the confidence level of delivery **at risk of delay**. Financial structures and systems are delayed and relates in particular to the implementation of the interim measures for a single payroll system.

## 3. FINANCIAL IMPLICATIONS

- 3.1 The cost of change for the Corporate Strategy will be determined throughout the 2 year lifecycle. The cost of change in terms of opportunity costs (staffing) is already being recorded and reported upon monthly to the DCC Designate's Board and the Improvement Board.

## 4. PERSONNEL IMPLICATIONS

- 4.1 There are direct personnel implications associated with this paper.
- 4.2 For the period of May 2015, there were 21 Police Officers and 88 Police Staff (predominately on ICT projects) assigned to Corporate Strategy projects.

## **5. LEGAL IMPLICATIONS**

5.1 There are no direct legal implications associated with this paper.

## **6. REPUTATIONAL IMPLICATIONS**

6.1 There are direct reputational implications associated with this paper.

6.2 The Corporate Strategy is a public commitment that outlines how Police Scotland will be developed to support operational policing across the country. Its delivery over a 2 year period from 1<sup>st</sup> April 2014 is paramount for the organisation to continue to build the foundations to enable us to transform the delivery of policing in Scotland.

## **7. SOCIAL IMPLICATIONS**

7.1 There are no direct social implications associated with this paper.

## **8. EQUALITIES IMPLICATIONS**

8.1 There are direct equalities implications associated with this paper.

8.2 Within the **Our People** section of the Corporate Strategy sits the Equality and Diversity Project. This will ensure that Equality and Diversity considerations are robust and integrated within our practices.

8.3 An Equality Impact Assessment (EIA) was produced in line with the launch of the Corporate Strategy.

## **RECOMMENDATIONS**

Members are requested to:

1. Note the contents of the Corporate Strategy update paper.



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## Corporate Strategy Overview Dashboard

Progress & Status		Milestones		Resource Cost (£000/m)		Project Status				Links to Corporate Strategy Principles	Benefits Forecast				
Progress	SDP Status	Total Milestones	Milestones Achieved	Staff	Capital / Revenue	Complete Projects	Projects on Target	Projects At Risk of Delay	Delayed Projects		Rebaselined Projects	Likely to Exceed	On Target	Possible Minor Reduction	Possible Major Reduction
<b>Our People</b>	69%	On Target	33	11	111,915 ↓	↑↓=	1	4	0	1	1, 2, 3, 4				
<b>Our Technology</b>	46%	On Target	76	34	243,990 ↑	↑↓=	0	4	0	0	1, 2, 4, 5				
<b>Our Org Support</b>	78%	On Target	86	62	41,212 ↑	↑↓=	0	3	0	2	1, 2, 4, 5				
<b>Our Finances</b>	73%	At Risk of Delay	22	18	4,892 ↑	↑↓=	0	1	0	1	1, 3, 4, 5				

BRAG Status Legend	Complete	Deliverable complete. No residual consequences.
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Corporate Strategy Principles	1	Our people will be motivated, flexible, feel empowered & valued
	2	Our services will be delivered with a focus on quality, consistency & accessibility
	3	Our engagement with our people, partners & stakeholders will be proactive
	4	Our assets will be managed in a way that will improve access to them, as well as improving efficiency & sustainability
	5	We will adopt a modern, streamlined & proportionate approach to governance



### Corporate Strategy Our People Strategic Delivery Plan Projects Dashboard

Project	Resource Cost (£000/m)		Start Date	End Date	Previous Month's Progress	Current Progress	Status	Benefits Forecast		Project Lifecycle & Benefits Realisation Forecast											
	Staff	Capital / Revenue						Rebaselined	Status	2014-15				2015-16				2016-17			
									Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>People Management</b>	<b>2,333</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>54%</b>	<b>57%</b>	<b>On Target</b>														
P1.4 Approach to Positive Engagement			01/05/2014	30/06/2015	86%	89%	On Target			[Progress bar]											
P4.3 Managerial Tools			01/10/2014	31/03/2016	8%	8%	To be removed			[Greyed out]											
P4.4 Employee Relations			01/07/2014	30/06/2015	83%	89%	On Target			[Progress bar]											
<b>Training, Leadership &amp; Development</b>	<b>0</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>79%</b>	<b>80%</b>	<b>On Target</b>														
P2.1 Organisational Culture							To be removed			[Greyed out]											
P2.2 Leadership & Development Model			01/04/2014	30/09/2015	90%	90%	On Target			[Progress bar]											
P2.3 Scottish Leadership & Professional Development Model			01/04/2014	31/03/2016	54%	58%	On Target			[Progress bar]											
P2.4 International Training Development			01/08/2014	31/03/2015	74%	74%	Delayed			[Progress bar]											
P2.5 Appraisal & Performance Management			01/05/2014	30/09/2016	54%	59%	On Target			[Progress bar]											
<b>Resource Management</b>	<b>52,097</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>64%</b>	<b>66%</b>	<b>Delayed</b>														
P1.1 Alternative Modes of Entry			01/05/2014	31/03/2016	46%	50%	Delayed			[Progress bar]											
P3.1 Resource Management Strategy			01/04/2014	30/11/2015	74%	78%	Delayed			[Progress bar]											
P3.2 Building Resilience through Effective Succession Planning			01/10/2014	31/12/2015	70%	51%	On Target			[Progress bar]											
<b>Specialist Services</b>	<b>57,485</b>		<b>01/04/2014</b>	<b>28/04/2017</b>	<b>51%</b>	<b>51%</b>	<b>On Target</b>														
P1.2 Reward Management (Staff/Policy Modernisation)			01/06/2014	30/09/2016	36%	39%	On Target			[Progress bar]											
P1.3 Health, Safety & Wellbeing			01/04/2014	30/09/2015	100%	92%	On Target			[Progress bar]											
P4.5 Police Officer Reward			01/04/2014	28/04/2017	29%	32%	On Target			[Progress bar]											
<b>Equality &amp; Diversity</b>	<b>0</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>54%</b>	<b>57%</b>	<b>On Target</b>														
P1.5 Equality & Diversity			01/04/2014	31/03/2016	54%	57%	On Target			[Progress bar]											
<b>People &amp; Development</b>	<b>0</b>		<b>01/04/2014</b>	<b>31/03/2015</b>	<b>100%</b>	<b>100%</b>	<b>Complete</b>														
P4.1 P&D Function Final Structure			01/04/2014	31/03/2015	100%	100%	Complete			[Progress bar]											
P4.2 People Co-ordination & Deployment			01/06/2014	31/03/2015	100%	100%	Complete			[Progress bar]											

111,915

<b>Delivery Plan Percentage Complete</b>	<div style="width: 69%; background-color: #4CAF50; height: 10px;"></div> <b>69%</b>
<b>Director's Confidence Level</b>	<div style="width: 100%; background-color: #4CAF50; height: 10px;"></div> <b>On Target</b>

BRAG Status Legend	Complete	Deliverable complete. No residual consequences.
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Benefits Legend	Project Lifecycle
	Benefits realisation within project lifecycle
	Benefits realisation outwith project lifecycle



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## Corporate Strategy Our Technology Strategic Delivery Plan Projects Dashboard

Project	Resource Cost (£000/m)		Start Date	End Date	Previous Month's Progress (Apr Figures)	Current Progress Apr Figures for May Board	Status (Apr figures for May Board)	Benefits Forecast		Project Lifecycle & Benefits Realisation Forecast															
	Staff (£/mth)	Capital / Revenue						2014-15				2015-16				2016-17									
								Rebaselined	Status	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4				
<b>National Network &amp; Rationalisation of Datacentres</b>	<b>61,912</b>		<b>01/01/2013</b>	<b>30/06/2016</b>	<b>66%</b>	<b>68%</b>	<b>On Target</b>																		
T1.1 Implement a national network	19,843		01/01/2013	30/06/2016	48%	49%	On Target																		
T1.4 Rationalise our datacentre estate	41,078		01/01/2014	30/06/2015	82%	87%	On Target																		
<b>National Desktop Project</b>	<b>98,512</b>		<b>01/04/2013</b>	<b>30/09/2016</b>	<b>35%</b>	<b>39%</b>	<b>On Target</b>																		
T1.2 Implement a single national desktop	76,234		01/04/2013	30/09/2015	35%	39%	On Target																		
T1.3 Active Directory, Email & Lync	22,278		05/06/2014	30/09/2016	36%	40%	On Target																		
<b>National Applications Project</b>	<b>79,994</b>		<b>01/05/2013</b>	<b>30/06/2016</b>	<b>40%</b>	<b>42%</b>	<b>On Target</b>																		
T2.1 Develop a national software catalogue	282		05/05/2014	31/12/2015	51%	54%	On Target																		
T2.2 Commence implementation of i6	51,230		01/01/2014	29/09/2015	37%	37%	On Target																		
T2.3 Capture requirements for delivery of priority applications	28,482		01/05/2013	30/06/2016	39%	40%	On Target																		
<b>ICT Structures</b>	<b>3,572</b>		<b>01/07/2013</b>	<b>04/05/2016</b>	<b>33%</b>	<b>34%</b>	<b>On Target</b>																		
T3.1 Development of policy & procedures	0		01/07/2014	31/01/2016	7%	7%	On Target																		
T3.2 Development of an engagement model	0		17/07/2013	28/08/2015	66%	68%	On Target																		
T3.3 Develop an ICT futures plan	376		01/10/2014	01/10/2015	2%	4%	On Target																		
T4.1 Implement a new structure for the ICT function	0		17/07/2013	04/05/2016	35%	38%	On Target																		
T4.2 Identify training & development requirements	3,196		31/10/2013	10/07/2015	51%	55%	On Target																		
T4.3 Devise a training, recruitment & sourcing programme	0		01/07/2014	31/03/2016	21%	21%	On Target																		

243,990

<b>Delivery Plan Percentage Complete</b>		<b>46%</b>
<b>Director's Confidence Level</b>	<b>On Target</b>	

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	<b>On Target</b>	On target: No slippage anticipated. No resource consequences.
	<b>At Risk of Delay</b>	Some slippage anticipated <4 weeks. Potential to recover some time.
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Benefits Legend		<b>Project Lifecycle</b>
		Benefits realisation within project lifecycle
		Benefits realisation outwith project lifecycle



## Corporate Strategy Our Organisational Support Strategic Delivery Plan Projects Dashboard

Project	Resource Cost (£000/m)		Start Date	End Date	Previous Month's Progress	Current Progress	Status	Benefits Forecast		Project Lifecycle & Benefits Realisation Forecast											
	Staff	Capital / Revenue						Rebaselined	Status	2014-15				2015-16				2016-17			
										Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Organisational Development</b>	<b>0</b>		<b>01/04/2014</b>	<b>29/05/2015</b>	<b>89%</b>	<b>92%</b>	<b>Delayed</b>														
O1.1 Create a Corporate Services Directorate	0		01/04/2014	31/12/2014	90%	90%	Delayed														
O1.2 Deliver 'Transforming the Service'	0		01/04/2014	29/05/2015	73%	73%	Delayed														
O1.3 Streamline our approach to restructuring	0		07/04/2014	31/03/2015	88%	100%	Complete														
O1.4 Develop our strategic planning function	0		01/04/2014	27/10/2014	100%	100%	Complete														
O1.5 Deliver & demonstrate the benefits of reform	0		01/04/2014	31/03/2015	100%	100%	Complete														
<b>Performance &amp; Analysis</b>	<b>0</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>27%</b>	<b>35%</b>	<b>On Target</b>														
O2.1 Develop our performance framework	0		01/04/2014	31/03/2016	53%	57%	On Target														
O2.2 Measuring contribution to improve safety & wellbeing approach	0		01/04/2014	31/03/2016	2%	2%	Delayed														
<b>Corporate Governance</b>	<b>4,576</b>		<b>01/04/2014</b>	<b>08/05/2015</b>	<b>94%</b>	<b>98%</b>	<b>Delayed</b>														
O3.1 Establish a service improvement plan			01/04/2014	28/01/2015	100%	100%	Complete														
O3.2 Modernise our approach to managing information			01/04/2014	31/03/2015	96%	98%	Delayed														
O3.3 Implement effective management controls & assurance			30/06/2014	08/05/2015	96%	100%	Complete														
<b>Corporate Communications</b>	<b>11,958</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>74%</b>	<b>82%</b>	<b>On Target</b>														
O4.1 Restructure Corporate Communications			01/04/2014	31/03/2016	58%	60%	On Target														
O4.2 Model for ext engagement & int communications			31/10/2014	31/07/2015	85%	86%	On Target														
O4.3 Review engagement to support our people through change			04/08/2014	29/05/2015	96%	98%	On Target														
<b>Physical Resources</b>	<b>24,678</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>64%</b>	<b>73%</b>	<b>On Target</b>														
O5.1 Conduct a strategic rationalisation of our estates	20,479		01/04/2014	16/11/2015	65%	65%	On Target														
O5.2 Conduct a strategic rationalisation of our fleet	2,333		01/04/2014	30/11/2015	85%	97%	On Target														
O5.3 Enhance our procurement approach	1,866		01/04/2014	31/03/2016	30%	42%	On Target														

41,212

<b>Delivery Plan Percentage Complete</b>	78%
<b>Director's Confidence Level</b>	On Target

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Benefits Legend		Project Lifecycle
		Benefits realisation within project lifecycle
		Benefits realisation outwith project lifecycle



## Corporate Strategy Our Finances Strategic Delivery Plan Projects Dashboard

Project	Resource Cost (£000/m)		Start Date	End Date	Previous Month's Progress	Current Progress	Status	Benefits Forecast		Project Lifecycle & Benefits Realisation Forecast											
	Staff	Capital / Revenue						2014-15				2015-16				2016-17					
								Rebaselined	Status	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Financial Structures &amp; Systems</b>	<b>2,446</b>		<b>01/04/2014</b>	<b>27/03/2015</b>	<b>55%</b>	<div style="width: 55%;"><div style="width: 55%;"></div></div> <b>55%</b>	<b>Delayed</b>														
F1.1 Implement a new Finance department structure			01/04/2014	12/12/2014	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 100%;"></div></div>											
F4.1 Consolidate our payroll systems			15/07/2014	19/08/2014	30%	<div style="width: 30%;"><div style="width: 30%;"></div></div> 30%	Delayed			<div style="width: 100%;"><div style="width: 30%;"></div></div>											
F4.3 Participate in Police Pensions Project			01/04/2014	27/03/2015	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 100%;"></div></div>											
<b>Financial Planning</b>	<b>2,446</b>		<b>01/04/2014</b>	<b>31/03/2016</b>	<b>85%</b>	<div style="width: 87%;"><div style="width: 87%;"></div></div> <b>87%</b>	<b>On Target</b>														
F2.1 Create a corporate Finance & Investment board			02/06/2014	01/07/2014	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 10%;"></div></div>											
F1.2 Income generation, partnership working & shared services			01/09/2014	27/02/2015	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 30%;"></div></div>											
F5.1 Engage with internal & external stakeholders to capture financial reqs			01/09/2014	27/02/2015	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 10%;"></div></div>											
F3.1 Proposals to obtain maximum value from Reform budget			01/04/2014	24/04/2015	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 40%;"></div></div>											
F5.2 Develop a medium term capital investment plan			01/09/2014	31/08/2015	17%	<div style="width: 26%;"><div style="width: 26%;"></div></div> 26%	On Target			<div style="width: 100%;"><div style="width: 40%;"></div></div>											
F3.2 Refine & extend the savings plan to cover beyond 2015-16			01/04/2015	31/03/2016	16%	<div style="width: 23%;"><div style="width: 23%;"></div></div> 23%	On Target			<div style="width: 100%;"><div style="width: 60%;"></div></div>											
F2.2 Ongoing engagement between Finance & budget holders			01/09/2014	31/03/2016	29%	<div style="width: 34%;"><div style="width: 34%;"></div></div> 34%	On Target			<div style="width: 100%;"><div style="width: 60%;"></div></div>											
F1.3 Training outlining our financial environment & operational context			01/09/2014	31/03/2015	100%	<div style="width: 100%;"><div style="width: 100%;"></div></div> 100%	Complete			<div style="width: 100%;"><div style="width: 30%;"></div></div>											
F3.3 Engagement with budget holders to track the delivery of savings			01/04/2014	31/03/2016	44%	<div style="width: 51%;"><div style="width: 51%;"></div></div> 51%	On Target			<div style="width: 100%;"><div style="width: 60%;"></div></div>											

<b>Delivery Plan Percentage Complete</b>	<div style="width: 72%;"><div style="width: 72%;"></div></div> <b>72%</b>
<b>Director's Confidence Level</b>	<b>At Risk of Delay</b>

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Benefits Legend		Project Lifecycle
		Benefits realisation within project lifecycle
		Benefits realisation outwith project lifecycle