



Agenda Item 2.4

Meeting	Audit Risk and Assurance Committee
Date	03 November 2022
Location	Virtual Conference
Title of Paper	Interim Progress Report: Strategic Planning Audit
Presented By	Kirsty-Louise Campbell, Head of Strategy and Innovation
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix One: engagement on the development of Police Scotland strategies Appendix Two: Strategic Planning Framework

PURPOSE

The purpose of this paper is to update the Committee on progress to implement recommendations made in the strategic planning audit.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 The Committee, on 18 March 2022, considered the findings of the audit report on strategic planning. The Committee requested that an interim report to be brought to the September Committee meeting by Police Scotland detailing progress to date, in addition to the IA progress report.

2. STRATEGIC PLANNING AUDIT

- 2.1 The audit report on strategic planning highlighted the following areas of good practice and areas for improvement:

Good practice

- There is an effective process for the production of strategic planning documents;
- Strategies and plans are developed following detailed assessment of relevant stakeholders;
- Police Scotland applies recognised best practice for risk assessment and prioritisation;
- The strategic planning framework is set within the context of the Scottish Government Strategic Police Priorities.

Areas for improvement

- Defining an approach to the development of operational implementation or delivery plans following the production of a strategy;
 - Agreeing the structures and processes through which SPA can gain understanding and assurance in relation to strategic planning products and underpinning delivery activities; and
 - Clarifying the strategic planning framework, to ensure that it remains current and up-to-date.
- 2.2 Progress has been made on each of the areas set out for improvement with all timescales agreed within the audit plan met in full at this time. An overview of action is set out below:

Implementation planning

- 2.3 The approach to implementation planning has been considered by the service and is set out at the outset of strategy development. As strategy is developed, the service will support the business area to develop their plans to implement alongside the strategy so this is

visible and shared at the same time. This will provide SPA greater assurance that plans for implementation of strategy are set out and encompass key considerations such as financial and resource implications. The Committee asked that the Violence Against Women and Girls Strategy be brought to Committee with an implementation plan alongside the strategy in the first instance.

- 2.4 The EDI Strategy has been approved through Police Scotland and SPA governance ahead of the VAWG Strategy. A full implementation plan was developed alongside the EDI strategy and the draft plan was shared with the People Committee in August 2022. The EDI Strategy and plan was approved by Police Scotland's Strategic Leadership Board and the SPA Board in September 2022. Implementation of the strategy in line with the plan is proceeding.

SPA engagement on strategy

- 2.5 Police Scotland and SPA have an agreed approach to engage on strategy development. This has been set out in writing and agreed. A copy is provided at appendix one to this report.

Strategic Planning Framework

- 2.6 An initial review of the strategic planning framework for Police Scotland has been undertaken and was considered by the Strategic Leadership Board in September 2022. A final version will be published in the updated Joint Strategy for Policing / Strategic Police Plan in March 2023 following engagement with SPA.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications of this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications of this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications as a result of this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are potential reputational implications of individual strategies and plans that are considered and reported as each is developed.

7. SOCIAL IMPLICATIONS

- 7.1 There are potential social implications of individual strategies and plans that are considered and reported as each is developed.

8. COMMUNITY IMPACT

- 8.1 There are potential community impacts of individual strategies and plans that are considered and reported as each is developed.

9. EQUALITIES IMPLICATIONS

- 9.1 An Equality and Human Rights Impact Assessment is completed and published alongside all strategies and plans.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no known Environmental and Sustainability implications. Although Police Scotland seeks to positively impact on its carbon footprint through a more efficient use and deployment of resources, fleet and estate footprint.

RECOMMENDATIONS

Paper submitted for the information of the Committee.

Appendix A

Engagement on the development of Police Scotland strategies

1. Police Scotland's Strategic Planning Framework (set out in Appendix Two) sets out how the service aligns its strategies and strategic plans with the Joint Strategy for Policing / Strategic Police Plan, and the Scottish Government's Strategic Police Priorities, National Outcomes and Vision for Justice.
2. The Scottish Police Authority (SPA) has statutory responsibility to prepare the Strategic Police Plan, involving the Chief Constable, and review the plan every three years or when the Scottish Government makes a change to the Strategic Police Priorities. The Chief Constable has well established operational independence and responsibilities, alongside the statutory responsibilities set out in the Police and Fire Reform (Scotland) Act 2012 including lodging an Annual Police Plan in Parliament each year, having due regard to comments from the SPA.
3. The following reflects a shared approach to engagement on wider strategy development, as confirmed in the Memorandum of Understanding (MoU) signed by the Chief Constable and Chair of the SPA signed on 15 June 2021 (Appendix B) and reporting arrangements set out in the SPA Corporate Governance Framework.

Strategic Police Plan

4. The SPA and Police Scotland are working together to an agreed, collaborative approach to review the latest Joint Strategy for Policing / Strategic Police Plan, including delivery to date, considerations from the National Strategic Assessment, and Horizon Scanning. Scottish Government will review the Strategic Police Priorities in the coming months. Police Scotland and the SPA will then consider any adjustments to the Joint Strategy for Policing / Strategic Police Plan together, working with the Executive and Board Members. The plan will include a forward looking version of the Strategic Planning Framework for Police Scotland.
5. The approach to develop the Strategic Police Plan will be reviewed at the end of the process to capture lessons learned that will be embedded in the next cycle of review and development of the Strategic Police Plan.

Police Scotland Enabling Strategies

6. Police Scotland's enabling strategies are developed by Strategy, Insight and Engagement under the Director of Strategy and Analysis, with each strategy sponsored by a member of the senior Executive. In a small number of cases, for example Procurement, an enabling strategy may be a joint product with the SPA.

7. When the need for a new strategy, or refresh of an existing strategy, is confirmed, Police Scotland will engage with officers of the Strategic Police Authority and continue to do so regularly through the development stages.
8. SPA officers facilitate direct engagement with Authority Board members at an appropriate stage of development to ensure that there is the opportunity for discussion, challenge and exploration which, together with wider stakeholder, colleague and public insight, will be considered as the work is finalised. This will involve the sponsor, Director and Heads of Service.
9. It is recognised that the engagement approach will be tailored to ensure the most appropriate visibility and consideration of the strategic direction for each enabler strategy. Discussions on the appropriate engagement approach will be collaborative and set out in accordance with the statutory roles of SPA and Police Scotland; and to meet the terms of the agreed Memorandum of Understanding.
10. Police Scotland will ensure that robust governance is in place for all strategic products, with final internal sign-off by the Strategic Leadership Board chaired by the Chief Constable. Where appropriate, progress will also be discussed in public, or in private session, with relevant SPA Committees. The Chief Constable will present the strategy at the public SPA Board to ensure public visibility of the strategy, and associated discussion.
11. Where an enabling strategy contains significant financial implications; Estates, DDICT or Fleet, Police Scotland will follow the agreed SPA Corporate Governance Framework Annex D and provide the strategy to the SPA Board for approval.

Review

12. This approach will be reviewed bi-annually. Learning and improvement opportunities shared by SPA and Police Scotland will contribute to an updated draft, where appropriate. The next review date will be May 2024.



Appendix Two

STRATEGIC PLANNING FRAMEWORK

STRATEGY, INSIGHT & ENGAGEMENT

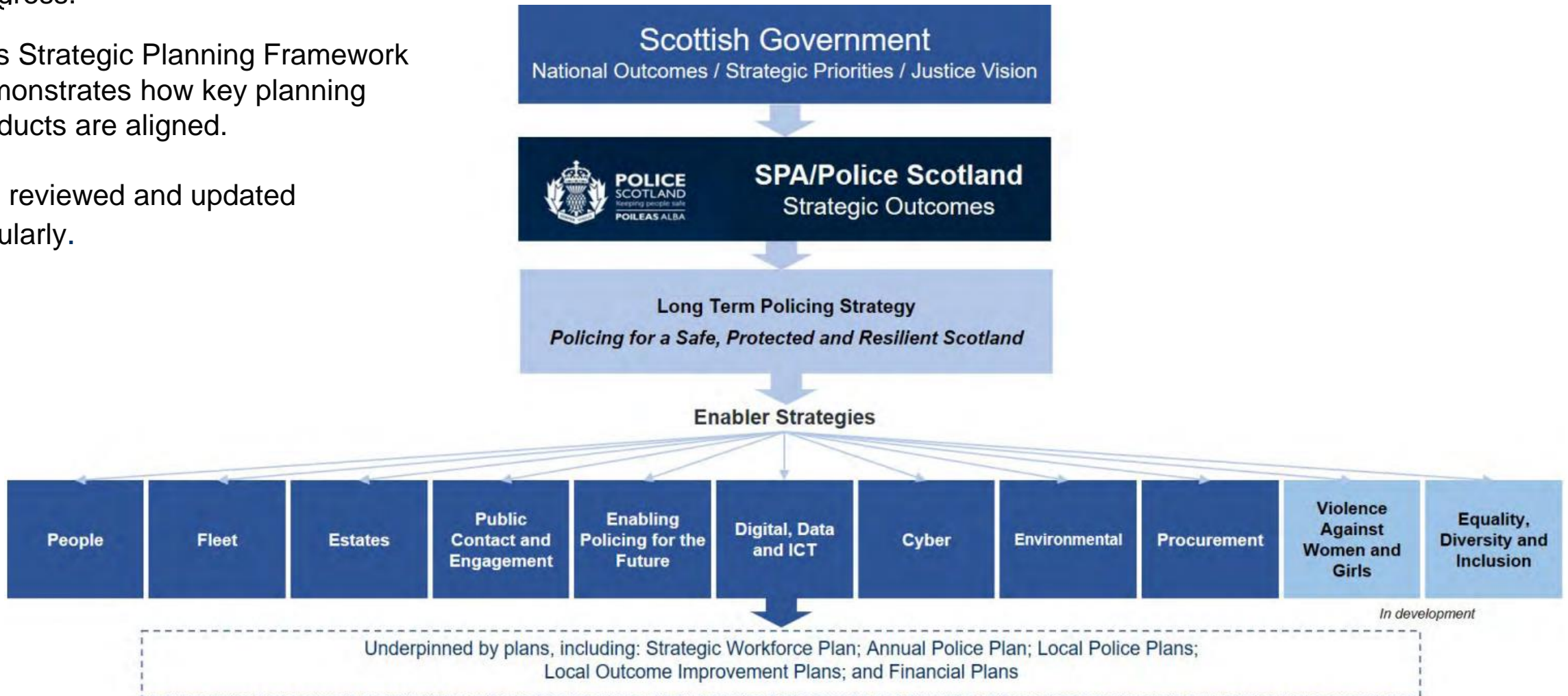
STRATEGIC PLANNING FRAMEWORK



Our strategic outcomes provide a golden thread from Scottish Government's outcomes and priorities through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress.

This Strategic Planning Framework demonstrates how key planning products are aligned.

It is reviewed and updated regularly.



IMPLEMENTATION

Planning for, and delivering on, the implementation of enabling strategies sits with the sponsor and lead department.

Programme governance and delivery teams are put in place under an Executive SRO. They manage governance and accountability, funding bids etc.

The team also coordinates with other divisions and business areas on resources required for delivery. For example, most implementations plans will involve support from Digital, People and Development etc.

They may also engage parts of the Change Division, for example Design or Business Change and Analysis (subject to availability) at various stages from designing a target operating model, to managing roll out.

Examples



People

- 2018
- DCC Taylor, Director Helliker
- P&D Heads
- Refreshing in 2022
- Also involves Digital, Finance, Procurement, Professionalism and Assurance



Fleet

- 2019
- DCO Page, CFO Gray
- Head of Fleet
- Also involves, Digital, Estates, Finance, Procurement, Leadership and Training



Environment

- 2021
- DCO Page, CFO Gray
- Head of Estates
- Also involved Digital, Procurement, Corporate Communications, Leadership and Talent