

Meeting	SPA Policing Performance Committee
Date	11 October 2022
Location	Video Conference
Title of Paper	Performance Framework Alignment – Local Police Plans 2023-26
Presented By	Clare Noblett, Strategy and Planning Manager Tina MacLucas, Principal Analyst, Strategy and Innovation, Analysis and Performance
Recommendation to Members	For discussion
Appendix Attached	Yes – Appendix A: Local Police Plan Review Recommendations

PURPOSE

The purpose of the paper is to set out Police Scotland’s approach to develop the Local Police Plans (LPPs) 2023-26, and to update on the progress of the work underway to align the LPP objectives and activity to the performance framework

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 The Police and Fire Reform (Scotland) Act 2012, placed a statutory duty on Police Scotland to work with local authorities to develop and implement Local Policing Plans (LPPs) across the 32 local authority areas in Scotland. The LPPs are developed in collaboration with local authorities, seeking the views of local communities on topics they would like addressed to improve the area and everyday lives. As part of the development work the service also engages with community planning partners to seek to align local policing plans and priorities with local outcome improvement plans (LOIPs).
- 1.2 The LPPs being reviewed and refreshed at present ahead of 1 April 2023 and will cover the period to 2026.

2.1 FURTHER DETAIL ON THE REPORT TOPIC

AIM

- 2.1.1 Work in early May 2022, through engagement sessions with local policing set out the ambitions for the design, development and content of the refreshed LPPs, which included;
- Early, pro-active and ongoing engagement with local authority partners throughout the approach;
 - LPPs to be visible, accessible, deliverable and responsive to local issues;
 - Building a strong evidence base of shared insights;
 - Seizing the opportunity to encourage improved participation and genuine partnership between divisions, local authorities, community planning partners, the public and communities;
 - LPPs to demonstrate how local policing has adapted and will continue to adapt to solve local problems, including how divisions are working with statutory and third sector partners to respond to local threat, risk and harm;
 - Highlighting what will be done to maintain public confidence in local policing;
 - Align local policing objectives and activities to the Performance Framework, and
 - Evidence how LPP activities fully support the strategic outcomes of the Service.
- 2.1.2 In addition; following the recent tripartite review of LPPs between PSoS, the Scottish Police Authority (SPA) and COSLA, key

recommendations have been included in the approach to develop LPPs during this period (see Appendix A).

2.2 APPROACH

2.2.1 The LPPs are being developed collaboratively with support being provided to local policing by Strategy and Analysis on key areas such as local assessment, research and evidence, stakeholder and public engagement, planning approaches and performance.

2.2.2 Divisions are being supported through weekly 'drop-in sessions' with themed topics being delivered by colleagues from other business areas whose expertise will support local policing as plans are developed.

2.2.3 These sessions have so far included:

- Awareness of a range of assessments to underpin the planning provisions including, Equality Impact and Human Rights Assessments (EqHRIA);
- Creating an evidence base including insights from Your Police and User Satisfaction Surveys along with information from local authorities and key partners;
- Design and development of stakeholder, public and community engagement approaches;
- Performance Framework and examples of Performance Measures and milestones;
- Awareness of the Strategic Risk Assessment (STRA) and local assessment methodology and emerging findings; and
- Good practice and accessible drafting of LPP structure and content.

2.2.4 Insights from Your Police, User Experience Survey and a full range of public and colleague engagement findings are supporting the team to develop a strengthened evidence base for the planning content and where they effectively contribute to the LOIP for the respective local authority and partner areas. (**Recommendation 4 and 5**)

2.2.5 Advice on and design of effective engagement and participative approaches has included the production of 'QR' codes and advertising material for each local division for their use at local events and displays to encourage members of communities to participate online. The intention of this is to reach out to as many

members of the communities as possible. (**Recommendations 1, 2 and 6**)

2.2.6 The awareness of the Performance Framework and milestones was to improve the alignment of local activities through the entire suite of Strategic Plans, signposting the sequence to support the strategic outcomes of the Service and improve thematic reporting. (**Recommendations 9**).

2.2.7 Knowledge of the STRA and local assessments was to provide local policing colleagues with an understanding as to the rationale, and decision making on how our service priorities are developed and apply to local needs, enhancing our overall evidence led approach to local planning.

2.2.8 Creating clear and accessible planning content to support the public and communities in a local area. (**Recommendation 3**)

2.3 PROGRESS TO DATE

2.3.1 The first milestones in the LPP programme have been fully met on time and this includes:

2.3.2

- Creation and use of accessible IT platform to assist with information sharing;
- Establishment of a lead within each local division;
- Establishment of local timelines for completion of their LPP (these compliment the wider strategic planning environment);
- Local scrutiny and governance arrangements in each local area set out to ensure effective ongoing engagement and approval of plans in good time within each local authority area;
- Consideration of the wider evidence base for each local area;
- Commencement of local engagement approaches, including new questions added to Your Police for LPP; and,
- Consideration of local priorities and early drafting where possible.

2.4 NEXT STEPS

2.4.1 The next stage of the planning cycle is local divisions to commence engagement with key stakeholders, the public and communities to understand local priorities and align this with a wider evidence base. A full statutory 12 week consultation will be undertaken once draft plans have been prepared.

2.4.2 Engagement is commencing in full from September 2022 and will conclude mid-February 2023.

2.5 REPORTING PROGRESS

2.5.1 Local divisions have been provided with a performance support pack to assist in the development of qualitative and quantitative metrics. Planning Performance Officers aligned to divisions will provide additional support as required to ensure metrics are SMART and processes are in place to report as appropriate.

2.5.2 The Performance Framework 2023/28 will consolidate reporting aligned to our strategic and local planning arrangements. This will incorporate metrics aligned to our 5 year business plan, Annual Police Plan and LPPs.

2.5.3 The Performance Framework will be produced in collaboration with SPA. This will commence with the development of a Terms of Reference to be discussed in Q2.

2.6 LEARNING / FUTURE CONSIDERATIONS

2.6.1 At present, the approach and level of scrutiny provided to each local authority scrutiny board or committee differs across each local division. The opportunity exists to evolve the information we provide in terms of our performance in terms of corporate qualitative narrative approach whilst maintaining the local look and feel. It is envisaged this could occur post 1st April 2023, once the refreshed LPPs are embedded. (**Recommendations 7, 8 and 9**)

2.6.2 Post 1st April 2023, the service will conduct an internal and external evaluation of the LPP planning cycle and embed recommendations in future planning processes to ensure the approach continues to develop and improve.

3. FINANCIAL IMPLICATIONS

3.1 The financial implications will be set out in each plan as required.

4. PERSONNEL IMPLICATIONS

4.1 There are personnel implications associated with this paper.

- 4.2 Police Scotland's officers and staff will be directly involved in, and impacted by delivery of the plans. The priorities for policing, objectives and activity set out within the plans will guide service and individual objectives.

5. LEGAL IMPLICATIONS

- 5.1 Section 47 of the Police and Fire Reform (Scotland) Act 2012 means that Police Scotland is required to prepare an Annual Police Plan (APP) for each yearly period beginning on 1 April.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications associated with this paper. Any unforeseen delay to the progress of the LPPs will impact on the deadline for each local division to commence their refreshed plan(s) by 1 April 2023.

7. SOCIAL IMPLICATIONS

- 7.1 There are no anticipated social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There are community implications associated with this paper. The priorities for policing, objectives and activity in the plans describe our approach to delivering improved outcomes for people and communities. The delivery of change programmes and projects are designed to benefit communities through improvements to service delivery.

9. EQUALITIES IMPLICATIONS

- 9.1 There are equalities implications associated with this paper.
- 9.2 An Equality and Human Rights Impact Assessment (EqHRIA) will be conducted by each Local Commander and will continue to monitor impact throughout the duration of the plan.
- 9.3 An Island and Remote Area Assessment (IsRAA) will be conducted by each Local Commander in line with and expanding upon the requirements contained in the Islands (Scotland) Act 2018.

10. ENVIRONMENT IMPLICATIONS

10.1 There are environmental implications associated with this paper.

10.2 An Environmental Impact will be conducted by each Local Commander for the first time and will continue to be monitored throughout the duration of the plans.

RECOMMENDATIONS

Members are invited to discuss the contents of the report. Approach and progress made in relation to the Local Police Plans 2023-26.

Appendix A – Local Police Plan Review Recommendations

1	Police Scotland and Local Authorities should jointly share good practice, and consider new methods to improve engagement from less-engaged groups
2	Police Scotland should consider expanding the ways by which the public can contribute to informing the content of Local Police Plans
3	Police Scotland should consider expanding the range of accessible versions of published plans
4	Police Scotland should reflect good practice and potential improvements in the approach to developing the content for the next iteration of local police plans, including any additional areas of interest
5	Police Scotland, Local Authorities and local partners to encourage greater and more meaningful synergy between LPPs and LOIPs where possible
6	Police Scotland should explore the utilisation of local authority, other partners' and societal data to inform priority setting and subsequent reporting on priorities, where appropriate
7	Police Scotland should explore the potential for enhanced timescales around data cleaning for scrutiny boards, so that Commanders are speaking to statistics that are as current as possible
8	SPA and COSLA should update existing scrutiny guidance for new locally elected members for Spring 2022
9	Police Scotland and Local Authorities should share good practice around thematic reporting where this is deemed appropriate in scrutiny forums