

To: First Minister

From:

Date:

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Policing 2026: Serving a Changing Scotland - Our 10 year strategy for policing in Scotland

Purpose

1. To brief the First Minister on the key developments towards the finalisation, publication and implementation of *Policing 2026: Serving a Changing Scotland - Our 10 year strategy for policing in Scotland* and next steps.

Timing

2. The finalised 10 year strategy is to be laid before Parliament on 20 June 2017 and receive ratification by the SPA Board at the public session on 22 June.

Current position

3. The strategy is ambitious and will transform our organisation over the coming decade. While the development of the strategy has been a joint and collaborative piece of work, it is now the prime responsibility of Police Scotland to deliver it and be held to account through the oversight of the SPA.
4. Police Scotland has developed a draft implementation plan for 2017-2020 which will be subject to initial consideration by the SPA at its public meeting on 22 June. It will be informed and advanced over the coming months through targeted engagement with partners and stakeholders, before being considered in detail at the August meeting of the SPA.

A: Consulting on the strategy - process and response

The consultation process

1. The purpose of the Policing 2026 consultation was to meaningfully involve our communities, people and stakeholders in an effective and inclusive manner. This was designed to improve the efficiency and transparency of the strategy and better inform the future delivery of policing services.
2. The consultation ran for a period of 10 weeks between 27 February and 8 May 2017, with an extension to 29 May for Local Authorities to account for Local Elections. It was designed to be inclusive and maximise responses, taking the form of both an on-line survey and national, local and internal engagement events across the country.
3. We asked the public, our staff, stakeholders and our partners for views on our draft strategy document, in particular:
 - whether it identified and acknowledged the main risks, challenges, opportunities and demands that are likely to impact on policing over the next 10 years;
 - whether the main areas of focus and methods proposed are the right ones to deliver an improved policing service;
 - about using public confidence as a key measure of success and effectiveness of performance;
 - our approach to re-shaping our organisation with a workforce focussed on having the right skills and capacity to meet future challenges
 - if the strategy document presented in a clear and understandable way.
4. We also welcomed any other comments on the strategy and its impact.
5. Additional engagement was led at executive level and based around key areas of the strategy. A total of 2450 engagement opportunities were realised during the 10 week period.

The consultation response

6. The on-line survey received 1,715 responses across of wide spectrum of staff, stakeholders and people. Just under 30% of responses came from employees of Police Scotland. All emergency partners responded.
7. These were analysed along with the wide-spread engagement activity feedback. In general terms the strategy was well received with most

responses being very positive about the areas of focus, the means of achieving it, and the ability to deliver sustained excellence in service and protection for the people of Scotland.

8. The full Consultation Analysis Report will be published alongside the 10 year strategy for Policing on 20 June 2017. Publishing the full consultation analysis report in this transparent manner allows readers to see the level of detail and analysis which strengthens the legitimacy of the final Strategy.
9. Our analysis also confirmed that we were able to reach a good cross section of society.

B. Responding to feedback - amendments to the 10 year strategy for policing

1. We undertook detailed analysis of the responses to the consultation and reviewed the strategy document against the feedback received. As a result of the positive responses received there was no need to change the main elements of the strategy.
2. Some recurring themes were identified as a result of our analysis and you will see a stronger emphasis on the recognised value of our volunteer and charitable partners across the country. We have also reinforced our continued commitment to community planning to best serve local communities and to recognise the needs of our remote and rural communities. We have made more specific reference outlining our commitment to staff welfare and we have expanded on financial planning in response to comments about the future of police budgets over the next decade.
3. We also gathered helpful and constructive feedback about how we take the final strategy forward which will be taken into account as we develop our implementation planning and future delivery.

C. Implementing our strategy: building our draft 3-year plan.

1. To deliver the ambition of the 10 year strategy we have commenced building our 3 year plan covering the first phase of a ten year journey. This will see a combination of programme and project activities designed to improve service delivery across Scotland.
2. The draft 3-year plan provides high level detail for the period 2017-2020 and is structured around our key areas of focus; protection, prevention, communities, knowledge and innovation, and our strategic objectives:

- Improving public contact, engagement and service
- Strengthening effective partnerships
- Empowering enabling and developing our people
- Investing in our use of information and technology
- Enhancing cyber and forensic capabilities
- Transforming corporate support services

Benefits

3. The benefits to Scotland's people and communities are:

- The introduction of better ways for the public to contact the police and get the response that they need and expect – when they need it.
- A greater frontline impact on community needs.
- More effective partnership working at a local and national level to enhance the service we offer to the public and prevent crime and harm.
- Greater accountability and improved public confidence.
- The capacity and capability to meet the cyber threat.
- Improve the safety and wellbeing of people and communities in line with the outcomes detailed in our Performance Framework.

4. The benefits to Scottish policing are:

- Better equipped, better supported and digitally-enabled officers and staff who are more productive and effective in their roles.
- Increased wellbeing and satisfaction levels among our workforce.
- Police officers focused on operational policing roles, supported by more efficient corporate services.
- Reduced administrative burden on officers.
- The introduction of the right skills to our workforce to implement transformational change and meet the changing nature of crime, public needs and demands.
- The delivery of a better service – responsive, fit for the future, innovative and sustainable.
- Future benefits for the criminal justice system and wider public sector.

Engagement approach

5. In light of stakeholder feedback and willingness to input to implementation planning, the intention is to engage with key stakeholders on implementation priorities and the draft 3-year plan.

6. Following the SPA Public Meeting on 22 June 2017, we plan to hold a six week period of engagement commencing with the issue of the draft plan to key stakeholders.
7. Following consideration of the feedback received, and subject to approval, it is proposed that the final amended version of the 3 year plan will be published in August 2017.

Implementation

8. We are developing the 3-year plan based around a transformation portfolio.
9. To do so, we are reviewing all current and potential activity against our strategic objectives and supporting commitments. This will result in us choosing to stop some activities, reprioritise resources onto more strategically-aligned projects and initiate new activities required to achieve our ambition.
10. In order to support successful delivery of our portfolio, programmes and projects, we are building our capacity and capability as the foundation for future transformation. To establish the robust platform required to ensure successful implementation we will develop excellence across our change management and corporate support functions.
11. By implementing the strategy, the public, our partners and our workforce will start to see visible and sustainable changes in the way we work. Our approach to change will be benefits-led; we will prioritise activities that have clear and robust business cases to improve our service delivery. The benefits of this change will be better outcomes for Scotland's people, communities and Scottish policing.

Productivity

12. The strategy is about strengthening the service delivered to the public by increasing operational capacity and capability. Our 3 year plan will prioritise activities that will enable us to deliver against a number of sustainability benefits, including enhanced officer productivity and the freeing up of 300 Officers from corporate support duties to deploy into operational policing roles.
13. To do this we will prioritise reducing the time police officers spend on administrative and other non-frontline service delivery tasks. This will increase the amount of time they will be able to spend performing operational roles across Scotland. We will achieve this through the use of technology and more

effective working practices and processes. We will also ensure our corporate support is as lean and effective as possible, underpinned by the principles of best value.

14. It is therefore essential we can accurately track and report on the changing make-up of the police workforce. To do so, it is necessary to capture an accurate baseline of the workforce profile adopting recognised categorisations of staff and officers.
15. Following existing practices defined by Her Majesty's Inspector of Constabulary for England and Wales which break down police officers categories as 'operational', 'operational support' and 'business support' we are undertaking an exercise to categorise Police Scotland posts in similar terms.
16. Using refined Scottish definitions, the exercise will deliver a categorisation for the whole workforce which when statistically verified, can serve as a baseline for reporting on the changing proportions of roles across the organisation.
17. Similarly, owners of individual projects and programmes which make up the transformation portfolio have been required to assess the likely range of productivity benefits and freeing up of officer time that can be achieved over the coming 3 years through their change and investment activity.

Priorities for 2017/18

18. We are determined to deliver early tangible benefits for the communities we serve whilst reducing demand and increasing capacity of the workforce who deliver them. The first year of our plan will therefore see us deliver benefits across a range of priorities including:
 - **Local Approaches to Policing/Mobility**
Local Approaches to Policing is central to our strategic focus on communities and will allow us to identify the most effective models for working with remote, rural and urban communities. Mobility will harness available technologies to maximise the amount of time officers spend in communities, enable better decision making through timely access to relevant data and reduce administrative demands on officers. It will also enhance access to information and the sharing of data with relevant partners.

- **People**
 We will develop and engage on our Strategic Workforce Plan as we aim to make Police Scotland an exemplar organisation for workforce wellbeing and an employer of choice for the future.
- **Responding to greatest need**
 We will introduce a new policing approach that places individual needs at the centre of service delivery. This model will consider Threat, Harm, Risk, Investigation, Vulnerability and Engagement (THRIVE) and allow us to manage demand in a way that gets the right service to the individual at the right time, securing better outcomes and preventing harm.
- **Operational Improvements**
 We will target areas for rapid improvements, releasing police officers into communities and minimising the time they spend on administrative tasks. We will embed a culture of continuous improvement that engages our workforce fully in the service they deliver.
- **Enhancing our Cyber Capability**
 We will strengthen our approach to tackling online crime by enhancing our National Cybercrime Unit and investing to equip them with cutting edge capabilities.
- **Building our ICT Infrastructure**
 We will continue to invest in the enabling technology that is required to support more transformational change in the future. In year one we will commence the consolidation of 11 separate physical ICT networks onto a single national network. This will increase network capability, performance and stability, enabling officers to log on to a reliable platform regardless of where they are in Scotland.
- **Delivery Capability**
 We will create a transformation capability function by building portfolio, programme and project management expertise to ensure the successful delivery of our ambitious Transformation Portfolio.
- **Corporate Services**
 We will begin work to deliver a shared service support function that consolidates and improves the support provided to our staff and officers and enables greater efficiency and standardisation. The function will reduce duplication and ensure improvements in efficiency and effectiveness of support services.
 We will drive forward our Commercial Excellence Programme which will review third party contracts and spend. This will secure Best Value

by ensuring that we have effective contracts with 3rd parties and have appropriate service specification levels, and a sustainable non-pay cost base as well as delivering in-year savings.

- **Payroll**

We will implement a new approach to payroll and significantly reduce the administrative and cost burden created by our current reliance on multiple legacy systems and approaches.

- **Fleet**

We will invest in our fleet and enhance our ability to manage these assets better through the introduction of telematics technology. This will provide improved information on fleet utilisation which will have a positive impact on driver behaviours, enable a reduction in fleet budget and provide full accountability of driver standards and behaviours.

D. Finance

Financial plan

1. Alongside the development of the 3 year plan, we have been developing a 3 year financial plan to support the implementation priorities. This is now being more fully developed and will be presented to the SPA Board in August 2017, following the development of detailed business cases to support our transformational activity.

Financial governance and control

2. As part of building our capability to delivery, we are improving capability around project management finance and the development of robust business cases. This will help ensure that sound business plans underpin key investments decisions and proposals. Through this approach we will secure the best outcomes and the best value for the public purse.
3. As we start to realise the benefits of the transformation portfolio through productivity and efficiency gains we should facilitate further financial savings with a view to bringing our budget into balance in a sustainable way by the end of 2019/20.
4. The long-term financial strategy will comprise of 3 year cycles with the Financial Plan for the years 2017-2020 delivered in alignment with the Policing 2026 Strategy 3 Year Implementation Plan. Both documents will be presented to the SPA Public Board in August.

E. Communications and engagement

1. Alongside the transformation portfolio and distribution of workstreams, we are developing a corresponding approach to communications and engagement, building on the successful engagement and consultation activity undertaken.
2. There will also be a particular focus on how this journey is communicated to staff and officers, appreciating the significant change that has taken place over recent years.
3. We intend to make particular use of digital channels and new platforms to reach internal and external audiences, reflective of the way we envisage communicating with the public in future.
4. Through the extensive engagement efforts around the design and consultation on the strategy, we believe we have strengthened connections with partners and stakeholders that should be taken forward as we develop different programmes. This is particularly important in areas such as THRIVE where we expect to see an impact on others, and local approaches to policing where community involvement is vital.