



BMPO 7004 Strategic Management in Policing

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Executive Summary

Strategic planning, as defined by Drumaux & Goethals (2007) “centres on the means and, above all, the goals to be pursued,” “aligning an organisation behind a clear direction” (Collis, 2021, p. 93). Being able to identify and define what is a “good strategy” is not so easy to determine (Barney & Hesterly, 2012).

The decisions and actions taken by the police are in pursuit of benefit to society (Flynn & Asquer, 2017), as opposed to traditional strategy goals of competitive advantage or profitability. Strategic planning in public service is often concerned with formulating a strategy, identifying how it will be implemented, building in an element of flexibility and using that process to achieve the defined goals and deliver value to the public (Bryson & George, 2020).

Whilst strategy is militaristic in its’ origins and can therefore be easily applied to public service discipline-based organisations such as the police, it is usually described in the context of business, notably the pursuit of competitive advantage (Barney & Hesterly, 2012). In that regard, public service organisations are now using private sector strategy theories and applying it to their own organisations to attempt to improve their own strategising (Ferlie & Ongaro, 2015).

This report will consider the factors most commonly outlined in strategic theory and offer an interpretation for implementing these theories to develop a strategic plan for the Wales Road Casualty Reduction Partnership (GoSafe)¹.

¹ GoSafe is a multi-agency partnership comprised of four police forces in Wales, 22 Local Authorities and the Welsh Government.. The governance structure is defined within a service level agreement, which outlines the functions of the partners and gives delegated authority to the Partnership Manager to compose strategic plans.

Introduction

Whilst there is no singular definition of strategy, most literature agrees that strategic management allows for the formulation of organisational decisions, tying in resources to deliver organisational objectives (David, 2001). This allows organisations to be proactive in future operations, create value and set expectations for stakeholders.

Lynch (2018, p.9) defines strategic management in the prescriptive sense as “the identification of the *purpose* of the organisation and the *plans and actions* to achieve that purpose”. Bovaird & Loeffler (2016) argue that whilst strategic management is critical, plans can offer limited value if they are not able to be implemented.

GoSafe is an example of a functional structure as defined by Johnson et al (2014). It is led by a manager responsible for creating a plan and defining responsibilities for each operational unit, finance department and other organisational teams. This offers benefits in terms of link between the senior officer and operational teams and simplifies the control structure.

Lynch (2018) offers some prescriptive theories of strategic management:

1. Industry/Environmental strategy: a strategy which identifies the “profitability” of an organisation by being a leader in its’ field.
2. Resource based theories focus on using the organisations’ resources to provide competitive advantage that are difficult for other organisations to emulate. This includes operational knowledge. Whilst this theory offers a good positional analysis of how current success can be achieved, Lynch (2018) states that it does not offer clear opportunities for developing or improving the resource

advantage in future. However, Ferlie & Ongaro (2015) note that Wernerfelts original ideas considered that future strengths were likely to be based on current resource capability, which offers a rational perspective.

3. Game based strategy, which seeks to exert influence by selecting the most viable option when considering others who will be affected by your decision.
4. Co-operative strategy considers skills in the partner agencies and how cooperation can provide value to all organisations involved. In terms of a strategic context, it is important to consider how this applies to both internal and external partners and how their needs will be met.

In terms of a plan structure, much of the literature around strategic planning identifies the possible steps as listed below, and referred to by Worrall, Collinge, & Bill (1998):

- A statement containing strategic aims and outlining the organisational values, i.e. defined mission, plan and scope.
- Environment scanning to analyse both historic events, and external and internal factors to be considered.
- Review of findings and comparing them to core values and aims.
- Identify and consider options.
- Define emerging priorities and operational functions.
- Consider other plans and options within the corporate scope.
- Allocate resources to deliver the priorities defined in the plan.
- Formulate operational plans to deliver the strategic intention. If at this point the strategy is not implemented, it becomes unrealised (Barney & Hesterly, 2012).
- Implement the plan – if the intended strategy is implemented, then this would be considered a deliberate strategy (Barney & Hesterly, 2012).

- Monitor, review, and report against the plan. If the strategy is pursued and objectives achieved, then this means the strategy has been realised.

Emergent strategies, typically applied where the overall objective is not known at the start, or which needs to be developed through the life of the plan (Lynch, 2018) and take into account opportunities that arise. Rather than this meaning that there is no plan in place, it often means that plans are flexible, and can be adapted as circumstances change (Lynch, 2018). Where a business environment is changeable, as it can be in policing, and this changeability means that an objective cannot be clearly defined, this is referred to as “uncertainty-based theories of strategy” (Lynch, 2018, p. 50). When considering the politics and culture of an organisation, this can lead to a human resource based emergent strategy - using organisational knowledge to facilitate innovation in order to achieve objectives.

A series of issues that form a pattern that necessitate a deviance in the original plan usually becomes clear in the operational period. They can be driven from the bottom up and assumes that you may need to adjust your strategy as conditions change (Finlay, 2000). Any resultant changes should be in the interest of the organisation (Worrall, Collinge, & Bill, 1998). In the context of policing, it would be difficult to justify a strategic plan spanning several years which did not allow for emergence.

Strategy should outline the standards and ethics of the organisation and consider the satisfaction of its' external stakeholders (Dworzecki & Hryszkiewicz, 2016). Worrall, Collinge, & Bill (1998) discuss Mintzberg (1994) and his “evolutionary view” of the process of strategic planning. They contend that the complex public service context

will affect the realised strategy, i.e. what was achieved, and therefore any planned activities should consider what objectives ought to be included in any strategic plan. It should also consider the organisational resources and human factors, i.e. skillset and capacity to deliver when planning. Very often, a Strengths, Weakness, Opportunities and Threats (SWOT) analysis will be a starting point to understand the current position for an organisation and identify areas for development future strategic resource requirements. Critics of SWOT analysis claim it to only consider current position and near-future elements and so consideration of a longer term element should be paid due regard (Finlay, 2000).

In considering the value-based strategy for an organisation, it is essential to consider the operational culture and values in order to understand the positive and negative connotations of working in that environment as these values will facilitate strategy delivery (Lynch, 2018). In a public sector context, Bovaird & Loeffler (2016) seek to define the value added by strategic management as:

- the value gained by the user, as defined in vision and objectives,
- wider group benefits, in the GoSafe context this would be the core partners
- social value, interpreted as the value to society. This could be reduction in road death, or the reduction in perceived anti-social behaviour from errant drivers
- environmental value, such as the benefits to air quality from slower driving and less harsh braking,
- political value, such as contributing to goals in a Police and Crime Commissioners' (PCC) plan.

Drivers for change in the public sector can often be imposed by statutory mandate

(Bunning, 1992), which can undermine the efficacy of a plan by either restricting or changing planned activity.

Main Findings

The organisations mission and objectives should be identified as a result of the analysis period. It should identify added value for its stakeholders, as well as reduce the opportunity for error in setting strategy (Barney & Hesterly, 2012). Analysis can be a historic review of data, cost-benefit analysis, stakeholder preferences and objective gathering of evidence (Buchanan & Huczynski, 2019). Analysis should consider both internal and external factors to effectively understand parameters for inclusion in a SWOT analysis (Bovaird & Loeffler, 2016). This type of analysis is proliferated by the “design school”, where the goal is to align strategy to the organisation and its’ environment, further developed by the “strategic planning school” who expanded on this and formalised it (Ferlie & Ongaro, 2015, p. 15). In terms of organisational analysis, i.e. whether the full potential of resources and capabilities can be achieved, this needs to be realised to be effective. Senior managers should look at how the proposed objectives sit within the organisational environment and identify the resources required to deliver them (Lynch, 2018). In a policing context, this should be accurate and timely intelligence-gathering around crime and public safety issues (Walsh & Vito, 2019), or in the case of GoSafe, road casualty statistics and resultant risk analysis.

As a long-standing partnership, considering how the history and culture fit into the strategy is important, but must also consider factors not previously considered in order to plan for future success, and not be tied to current definitions (Narayanan & Fahey,

2013). The partnerships' value from a community perspective should also be considered, along with employee value through loyalty, job satisfaction and a positive organisational culture (Walsh & Vito, 2019). Walsh and Vito (2019) go on to note that any matter that would inhibit achievement of goals, such as poor leadership, direction or control should be addressed in the analysis phase. Political influence is now a consideration to some extent in policing and should be accounted for. Whilst the Chief Constable is responsible for setting operational direction of the force, they are accountable to a politically elected official, i.e. the Police and Crime Commissioner who sets the strategic direction of the force (UK Government, 2011). For GoSafe, this necessitates reviewing and taking into account four Police and Crime Plans when undertaking analysis of strategic position and seeks to identify the sources of authority and influence (Walsh & Vito, 2019).

In taking a "resource-based view" (Barney & Hesterly, 2012, p. 84), this will allow an analysis of both the physical, financial, and human resources it directly controls. It allows for use of other assets which may not be realised or directly controlled, but which will otherwise provide the ability to achieve, or contribute to achieving, an objective. An example of this in this context is the communications and marketing work undertaken by the partnership. Ferlie and Ongaro (2015) argue that in a public service setting, this can be applied where the service has a depth of knowledge. When taking a resource-based view, it is then possible to move onto the Value, Rarity, Imitability and Organisation (VRIO) framework of analysis (Barney & Hesterly, 2012, p. 87). In order to assess whether policing provides value, then it is important to understand whether the resources and capabilities are suitable to mitigate any threats to the organisation realising its' goal, and whether this will allow the police to take

advantage of any opportunities, thus rendering them strengths.

Value in a budgetary context for public authorities can consider many aspects of the funded activity, such as whether the government ought to fund it, whether the activity achieves economic value, and is necessary (Flynn, 2012). Ferlie and Ongaro (2015) refer to this in the context of the strategy school of public value, focused on defined scope and objectives, the culture of stakeholders to legitimise the actions and building the capacity necessary to deliver.

Understanding the rarity and imitability of the resources you provide can be a worthwhile exercise in public sector, but not where work can only be undertaken by responsible authorities, and there is no inherent competitive advantage as Flynn (2012, p.11) surmises: if “service is a monopoly”, the options for service users are restricted.

Typical public sector reporting does not typically include a standardised set of performance values or offer a review of the efficacy of strategic plans that have been implemented (Elliot, Day, & Lichtenstein, 2020), and when considering the competing requirements for forces, Elliot et al offer some scepticism in treating a public service like private industry. However; there are many transferable elements of corporate strategy that are applicable in policing such as resource management, objective setting and stakeholder engagement.

One way to identify strategic options is to ask direct questions of your staff and stakeholders using Druckers' methodology to understand and define key issues and allow this to be translated into a list of priorities and actions (Zand, 2010). There is also merit in defining what organisations don't want to do (Zand). It is therefore important to agree and define the objectives clearly with partners in order to specify what will be achieved. Failure to do so could result in mission creep. For GoSafe, having a good reputation amongst partners and peers can help to deliver "strategic and moral benefits", improving performance and building trust in the leadership to deliver (Robertson, 2008).

When designing a plan, it is recommended to undertake Political, Economic, Sociological, Technological and Legal (PESTEL) analysis (Johnson et al, 2014). This open and collaborative analysis is more likely to achieve buy in from partners, rather than seeking to exert authority (Drumaux & Goethals, 2007), and gives an understanding of current and future issues.

The business of GoSafe includes considering public opinion and/or community concern. This includes identifying current needs, as well as understanding any future expectations (Dworzecki & Hryszkiewicz, 2016) and can help shape future strategies if you understand public requirements, or changes in social trends

In addition to public consultation, organisational learning should be incorporated into a positional analysis. One method of industry analysis is the Delphi model to formulate learning from experts within the organisation and help forecast future positions (Loo, 2002). This is a useful approach as you can build on the expertise of your team

(Dworzecki & Hryszkiewicz, 2016): the longer serving members providing experience and corporate memory, and the newer team members offering fresh perspectives. It is also important to conduct organisational learning by reviewing the previous plan when constructing another in order that we are not simply recycling organisational goals that were not achieved and applying them to a new plan. Moreover, consideration should be made as to why any goals were not achieved; analyse any attempt to meet objectives that was not successful and consider their merit in being included in any forthcoming plan if they are not realistically achievable (Flynn & Herrington, 2015).

Flynn & Herrington (2015) continue that analysis should be undertaken in an environment that expects and accepts that there may have been errors, but that these should be used as opportunities to learn, something that is not typically experienced in a policing context. Bunning (1992) makes the point that in the context of partner agencies, there has not historically been a learning approach to strategy, principally due to each organisation involved being primarily concerned with their own interests or individual strategic goals. A key factor for any future strategy will be to consider how this should be, or even if it can be, overcome.

When considering competitive forces, it is useful to refer to Porters Five Forces Framework (Johnson et al, 2014, p.41). These are aligned to the “strategic positioning school”, or competitive strategy (Ferlie & Ongaro, 2015, p. 23) and consider the viability of a plan, under the following five elements:

1. Threat of entry: that is an organisation who can enter your business area and provide the service you do. In the public sector, this is often mitigated by

statutory obligations, but outsourcing could be considered (Flynn & Asquer, 2017).

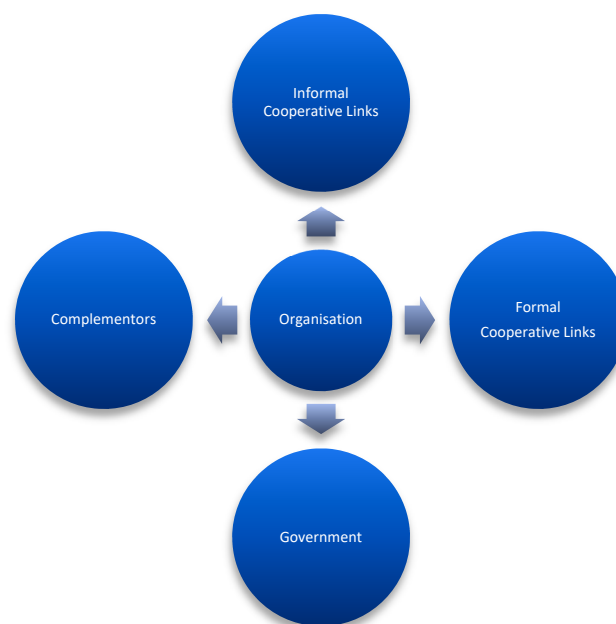
2. Threat of substitutes, or another extra-industry body who can deliver a substitute for your product (Johnson et al, 2014, p. 45). Engineering improvements can substitute road traffic offence enforcement to encourage speed limit compliance and so can be considered in this regard. The limit on this would be the “price/performance ratio”, i.e. this would usually mean a more expensive option and so would mitigate the threat.
3. Power of buyers: the power of direct relationships to demand organisational change which can affect profitability.
4. Power of suppliers, in a public service context, suppliers will often be limited to those on a corporate framework or through limited supplier choice for specialised products and can limit some opportunities for competitive advantage.
5. Extent of rivalry between competitors, i.e. other organisations who can deliver the same service(s) as your organisation. In the context of GoSafe, police forces could enforce outside of the partnership structure, however communicating the benefits of partnership working can easily reduce this element of competition.

Whilst the Five Forces Model could be essential for private industry, in a public service setting it can have limitations, as it assumes that an organisations' goals will be success in a market-place context, i.e. its own competitive advantage or profitability (Lynch, 2018). In the public sector, often the value to the organisations and public may not provide direct benefits per se but will be a mandated activity or service

provision. It also does not consider the internal resources in great detail, notably human factors. It also aligns closer with a prescriptive strategy framework and so does not flex well to emergent options. Despite this, it does offer a useful framework for analysis in a public service setting.

Figure 1. From Lynch (2018)

For a partnership organisation, it can also be useful to consider the Four Links Model (Lynch, 2018) as it considers the cooperation between partner agencies for mutual benefit, in as much as it may offer economic benefits. They also foster relationship building and allow opportunities to achieve mutual goals. An informal linkage can develop by



accident and offer opportunities for mutual benefits. Co-operative linkages in a public sector setting can be mandated, or else regulated, for example through a service level agreement such as in GoSafe. Complementors are those organisations whose work with your organisation can be of benefit rather than the two operating in isolation.

Once strategic analysis is complete and the mission and objectives are identified, then strategic choices are possible and the identified strategic options should be developed (Barney & Hesterly, 2012). The options within the plan should complement the skills and relationships existing in the organisation, or else can easily be developed (Lynch, 2018). The requirement of strategic choice is to choose a strategy that will deliver the organisations' mission and objectives.

The feasibility of the strategy should be assessed as to whether it is financially feasible, whether the “skills, knowledge and experience of people in the organisation” are sufficient to deliver, or else need developing (Johnson et al, 2014, p. 392). These resources are not unique to successful implementation, and due regard should be given to physical resources such as vehicles, buildings, and partner resources and how well these can be integrated.

Strategy can also be supported by organisational design, for example the McKinsey 7-S framework, which can serve as a checklist in testing how strategy should be designed (Johnson et al. 2014). Ferlie and Ongaro (2015) link McKinsey to strategies that consider specifically the organisational culture when forming strategy, i.e. “the cultural school” (p.38). The 7-S’s cited by McKinsey are strategy, structure, systems and;

- Style, specifically the style of leadership. Whilst there are many styles of leadership, such as collaborative or coercive; the behavioural style will influence organisational culture and so should be given due regard.
- Staff: does the organisation have the human resources to deliver.
- Skills: do the staff have the appropriate capabilities to deliver.
- Superordinate goals, or the organisations overarching mission – the central point of the organisational structure and 7-S framework

Strategy should seek to align stakeholders to the organisational purpose and set out to manage the stakeholder relationship and provide oversight and scrutiny of operational activity (Rogers, McIntyre, & Caputo, 2020).

In considering the value that the partnership activity should provide for the public, it would be prudent to consider the values that the public perceive as valuable as outlined by Hartley, Parker, & Beashel (2019) and the difference between delivering what the public ask for or are interested in and what would be in the public interest.

As road death has reduced and moved away from clusters of collisions, there has been an increase in the site portfolio following requests from the public for enforcement. The Office of National Statistics (ONS) list traffic accidents as preventable causes of death linked to social deprivation (2001-2019) as such any strategy should consider the public value in terms of value to all society. Typically, community requests will be from comparatively affluent communities rather than areas on the Welsh Index of Multiple Deprivation (Welsh Government, 2019). If an objective were developed based purely on what the public were requesting, and not considering any areas where service is not requested then this would potentially be exclusionary. Therefore, any resultant strategy should balance serving needs based on community requests along with any that can be evidenced as providing value to the whole community, even if not explicitly requested, and based on risk of injury.

Hartley, Parker, & Beashel (2019) also consider the value to be added by the public themselves, and this can be considered in the GoSafe context in several ways: reporting poor driving behavior through operation SNAP to facilitate successful prosecutions through a secure web portal for reporting traffic offences (GoSafe, 2021) or by becoming a police volunteer and participating in a Community Speed Watch scheme (South Wales Police, 2021). The most important value added by the public, would be to become “conformers” or “deterred” as outlined by Corbett & Caramlau

(2006, pp.415, 416) and comply with the speed limit to reduce collision risk and perceived anti-social driving from speeding.

Leaders should build in capacity for emergent strategy whilst being cognoscente to allow for clarity of mission alongside opportunities to adjust and adapt. This is defined by Collis (2021) as “capturing value”; that is making small changes during the delivery of the strategy to make sure to be at the forefront of achieving the defined strategic goals. Most commonly, this can be considered within the scope of Mintzbergs work, i.e. what is actually done during implementation, as this may incorporate any unexpected or unanticipated factors which can only occur in a real time environment (Johnson et al, 2014), or else consider factors outside of strategys’ industrial heritage. Buy-in at the highest level will be essential for the long-term success of any plan (Collis, 2021).

If a strategy cannot be implemented, for example if staff do not do what is required, for example due to changes in political direction or the organisational priorities (Lynch, 2018), then the development and creation of the strategy should be considered a failure (Johnson et al, 2014). Defining organisational structures, roles and responsibilities and clear lines of accountability will be key to successful implementation, alongside defined systems such as performance reporting and targeting.

When designing of control systems the following should be considered and are defined by Johnson et al (2014, p.445):

	Input	Output
Direct	Planning Systems	Performance Targeting
Indirect	Cultural Systems	Internal Markets

Planning systems should focus on allocating and monitoring use of resources. Capon (2008), defines this as utilisation of resources, productivity (resources used to produce outcomes), efficiency (monitoring outputs) and effectiveness – or how well the objectives are achieved. In order to set effective strategic control systems, there are a number of steps. First, the performance targets should be set, and should be realistic and achievable for the resources available. Performance measures should be outlined to track and monitor progress against these targets, i.e. control systems should be defined. During implementation, the control systems should be adhered to through via robust and timely performance comparison of measures against targets. Then, should any targets be missed, corrective action can be taken. It is essential that these performance targets are appropriate. The use of cultural systems to align staff behaviour with organisational values helps to deliver targets.

Effective communication is key to implementing strategy and should include external stakeholders as well as the staff and middle level managers charged with delivering any plan. Any communication should be two-way and ensure that the decision-making process and resultant key actions reinforce the strategic objectives of the plan (Narayanan & Fahey, 2013), (Bunning, 1992). The operational staff that are due to implement the plan need to understand the goals and means of delivery and not become “street-level bureaucrats” (Flynn & Asquer, 2017) lest they fall to Mintzbergs theory that most strategies fail to get implemented (Bovaird & Loeffler, 2016).

The strategic alliances which will facilitate organisational success are critical, therefore securing partner commitment to deliver within the plan will not only help to secure resources to deliver the objectives within the plan, it will also improve the chances of achieving defined goals (Capon, 2008). This will be particularly successful where there is good strategic fit, i.e. where the goals are aligned. In the case of the partnership, the statutory obligations sits with the Highway (local) Authority, therefore aligning enforcement to reduce road death will ensure complimentary objectives are achieved.

During implementation, it is essential to continue to review the strategic position in order to adjust to any change to environment (Finlay, 2000). Where these changes are small and require only doing things better, or improving efficiency, then this can facilitate incremental changes along the strategic path. Transformational change is a radical change in values and will generally be driven from the top down. In a public sector environment, this is less likely, however incremental changes to processes in light of emerging evidence should be in-built as part of the control process, with leadership being mindful to avoid strategic drift. Any necessary changes will be identified as part of the inbuilt strategic controls (Finlay, 2000) and should be closely linked to a well defined strategic objective or measurable goal. According to Finlay (2000), a good objective will be “relevant, energising, measurable, insightful and timed”. By ensuring the objectives are designed in this way, they can be clearly implemented and controlled to ensure effective delivery against the plan.

Internally, the decision making process and styles of leadership will be critical (Lynch, 2018). When aligning the wider organisation to deliver the strategy, the leadership

style will also influence the human resource relationship and organisational culture and enable strategy to be effectively delivered (Dworzecki & Hryszkiewicz, 2016). It is critical too for any leader to consider the organisational culture when seeking to implement a plan: if the culture is one where the plan would not be bought into by staff tasked with delivering the core objectives, then any strategy could be at risk from the situation where “culture eats strategy for breakfast” (Bovaird & Loeffler, 2016, p. 64). Good leadership will facilitate the successful implementation of the plan, and leadership style will be critical in ensuring that staff are motivated and supported to deliver against the objectives within the plan (Capon, 2008).

In that regard, it is important to consider the style of leadership and its’ ability to influence organisational culture and staff performance. The police forces in Wales are the employers of the human resources in GoSafe, and as a discipline organisation, typically lends itself to bureaucratic (command and control) styles of leadership – commonly referred to as Theory X management style (Capon, 2008). Whilst this is applicable to a great extent in enforcement environments due to the statutory nature of the roles, a “cultural control” element, or Theory Y, can be built into the organisation. Cultural control will seek to engage the employee in the process, and therefore engender increased loyalty and mutual respect (Capon, 2008). This can be achieved by having fair and rigorous feedback from staff in how they like to work, for example allowing them to test and recommend new equipment rather than imposing a change. It can also be facilitated by being clear about the core values of the organisations, to be communicated when first joining the organisation.

Whilst the leadership is critical for a plans’ delivery, it is also influenced by the

managerial approach. There is much discussion over the role of leaders to set and inspire organisations, with managers delivering that inspiration (Buchanan & Huczynski, 2019). In practice, good leaders will instill in managers the confidence and ability to lead teams. Mintzberg, (2009) outlined the requirements for managers to have, and be seen as having, authority. They will need to have the ability to motivate and lead their team to deliver their plans, and coordinate activity in a cooperative manner (Sutherland & Canwell, 2004).

Conclusion and Recommendations

The basic purpose of a public sector organisation is to deliver a statutory function within a performance environment that has excellence in its' structure (Dworzecki & Hryszkiewicz, 2016). This is critical in the style of a "savvy strategist" (Bryson & George, 2020, p. 4) for the organisation to have "high aspirations" and "high capabilities" and is recommended for pursual.

GoSafe is an organisation with clearly defined organisational mission, that is to reduce road death through enforcement and education. This mission should be reviewed at the start of each renewed strategy to ensure it is still relevant, and sustainable for the future. Any strategic plan should consider how to achieve driver behavioral change.

A robust vision and mission statement will provide organisational guidance should challenge arise during the timeline of the plan (Rogers, McIntyre, & Caputo, 2020). When defining the objective, it would be recommended to review the previous five-year plan and assess any success or failure therein and consider which objectives should be included in the next iteration. Putting strategy in practice through a PESTEL analysis will outline the current and emerging issues to be considered in the plan (see [Appendix](#)), with SWOT analysis identifying areas to be included (strengths) and mitigated (threats).

Adding in a Delphi analysis, through staff and stakeholder engagement sessions and questionnaires will form a wide knowledge base of perceived strengths, as well as highlighting areas of potential development for the partnership and be beneficial to inform the scope and development of the plan. This activity would assist in identifying

options for inclusion. Stakeholder engagement, in the form of communicating to all staff responsible for delivering the strategic plan, as well to key stakeholders in order to assess the plans' viability will also benefit the partner organisations and build on the success of the organisation. As such, the Four Links Model (Lynch, 2018) should be used to outline clearly to each organisation the benefits committing to the plan.

When considering the position above, this would allow for definition of organisational priorities and afford the opportunity to consider other objectives for inclusion in the plan. With the organisational priorities defined, the resources to deliver them (both financial and human) allocated, operational plans can be drawn up.

In terms of type of strategy to be developed, GoSafe would benefit from a prescriptive style strategy with a continued evaluative and adaptive approach, which would ensure any emergent issues are accounted for and allow for a mid-term and be viable and current for its' lifetime. Examples of emergent issues to be considered in environmental scanning are a Wales wide change to default speed limit in residential areas in 2023 (Welsh Government, 2021), and a commitment of modal shift to active forms of travel (Welsh Government, Llwybr Newydd, 2021). For GoSafe, the competitive advantage would be to offer partners better value in partnership than they would be able to achieve independently.

The plan will then be in a position to be implemented, a key component should be to review and reporting against the plan to determine its' operational effectiveness at defined intervals, for example through an annual report. This element of strategic control will allow for performance measurement, review of resource allocation and

progress towards goals. It will also allow for the built-in assessment of current performance in order to inform future operational delivery (Capon, 2008), effectively delivering a successful strategy.

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Appendix

PESTEL Analysis for GoSafe

GoSafe will be writing its' ten-year strategy in 2022. Whilst PESTEL is typically a current analysis in the prescriptive style, and can be used to predict future positions (Lynch, 2018), this analysis shows the application of theory to the current position of GoSafe and will be used to formulate the strategic plan.

P Political	E Economic	S Social	T Technological	E Environmental	L Legal
Police and Crime Commissioners Plans – where Road Safety features. Devolved Government in Wales – focus on Air Quality (enforced), 20mph default speed limit. Government funding via Deputy Climate Minister – tied to ministerial views. Policing not devolved.	Rising costs (fuel) for vehicle fleet Post COVID austerity Reduced WG Grant	Attitudes to speeding Cycling – campaigners. Active group. Represented in collision statistics. Post COVID changes to way of work/socialising	Vehicle development – intelligent speed assist, electric vehicles (enforcing air quality). Electrical vehicle fleet – capital replacement programme. Enforcement technology capabilities – range/recording medium.	Current fleet diesel – future fleet replacement to be electric. Charging considerations and impact on equipment. Increase in Air Quality monitoring locations across Wales.	Mobile phone legislation (current and post legislation change 2022). Compliance with employment law – e.g. safety of operators. Road Traffic legislation.

SWOT Analysis for GoSafe	
Strength	Weakness
Strength • Collaborative practices provide efficiency savings e.g. speed survey framework, centralised knowledge for technology procurement and support, subscription to Road Safety Support and MAST for all partners. • Solid approach to partnership working: GoSafe seen as valid contributor to road safety at operational level. • Ability to demonstrate collision reduction and community engagement/support • Enforce 3 out of 5 of the “fatal 5” collision causes • Centralised administration function for managing of offences allows police to do more for less. • Expertise in camera process • Community speed watch support • Solid contribution to Communication & Marketing Internally and externally • Link to NPCC campaigns and operational calendar • Ability to develop campaigns such as SNAP nationally • Supportive of local authority collision reduction objectives • Active role in Road Safety Wales as Vice Chair post is held by the partnership manager • GoSafe national campaigns for high risk groups adopted (Wales by Bike / Deadly Mates) with strong collaboration between ROSPA, RSW and GoSafe	Weakness • Benefits of partnership not apparent to key strategic stakeholders. • Continuous improvement cycle not applied (status quo) • Lack of communication/engagement on a 1-1 level with North Wales SCPU and Operational unit from partnership manager • Critical point of staffing levels in management office with no short term plan to rectify issue likely to be delivered • Operational staff feel disengaged with management office
Opportunity • Clear up ambiguousness around contribution to road safety • Improve mobile deployment strategy in line with NIM, e.g. through use of random road watch deployment strategy • Improve communication internally and externally with all partner agencies, at all levels. • Link in with police Road Safety Managers to benchmark collision reduction activity and identify areas for concern/action	Threat • Stakeholder engagement: unable to see benefit may result in reduction of support at strategic level. • Lack of appropriately staffed management office, including communications and marketing function, undermines the ability to report accurately on activity and manage critical functions. • Employing agencies not taking responsibility to ensure staffing levels are appropriate, and failing to engage in performance management
Opportunity	Threat