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| <b>Meeting</b>                   | <b>Authority Meeting</b>                                       |
| <b>Date</b>                      | <b>19 August 2020</b>  |
| <b>Location</b>                  | <b>Video Conference</b>  |
| <b>Title of Paper</b>            | <b>Oversight of Change in Policing</b>                         |
| <b>Presented By</b>              | <b>Barry Sillers, SPA Director of Strategy and Performance</b> |
| <b>Recommendation to Members</b> | <b>For Discussion</b>  |
| <b>Appendix Attached</b>         | <b>No</b>  |

**PURPOSE**

The Scottish Police Authority has a legal responsibility, set down in the 2012 Act, to support and promote continuous improvement in policing. The Authority must therefore provide strategic oversight of the content, progress, pace and impact of transformational change, in its widest sense, across the policing system.

This report summarises the revised strategic direction and context which underpins the development and delivery of change in the policing system, in order to enable continuous improvement and progress toward the strategic outcomes approved by the Authority and the Authority's recent change oversight activities.

## 1. BACKGROUND

- 1.1 In February 2020 the SPA Board approved an approach to the Oversight of Change across the policing system. A key part of that approach was the agreement that there would be 6-monthly reporting to the Board in public session which would bring together a strategic view of change and improvement across Scottish policing.
- 1.2 In the accompanying reports from Police Scotland and SPA Forensic Services the Authority is presented with the current status and future intentions with regard to change implementation portfolios aligned to the Strategic Police Plan and Forensic Services Strategy.

## 2. CHANGE IN THE STRATEGIC LANDSCAPE

- 2.1 This report provides a contextual overview of the strategic landscape against which the Police Scotland and Forensic Services change portfolios have been developed.
- 2.2 The achievement of the outcomes set out in the Strategic Police Plan and Forensics Services Strategy require positive action by Police Scotland and Forensic Services, which is delivered across a wide range of activities. The commonality across all of these activities is the intention to deliver outcome focused impact which can be evidenced to show an improvement in the policing of Scotland. It is against this definition that the SPA has considered the delivery of the "oversight of change". Together the defined change portfolios include a range of infrastructure, technology, equipment, processes, practices and people changes and this is the primary focus of the Authority's oversight.

### **Serving and Changing Scotland Strategy and the Joint Strategy for Policing (2020)**

- 2.3 In March 2020 the Authority approved a revised Joint Strategy for Policing (2020) which was subsequently endorsed by the cabinet Secretary for Justice and laid before the Scottish Parliament. This revised outcome based strategy supersedes the former *Serving a Changing Scotland* Strategic Police Plan. This refreshed strategy does not represent a complete change in direction for policing and as such the majority of the current Police Scotland change portfolio and the associated enabling strategies developed through 2017 to 2019, which were designed to deliver against the *Serving a Changing Scotland* Strategy remain central to the delivery of the Joint Policing Strategy (2020).

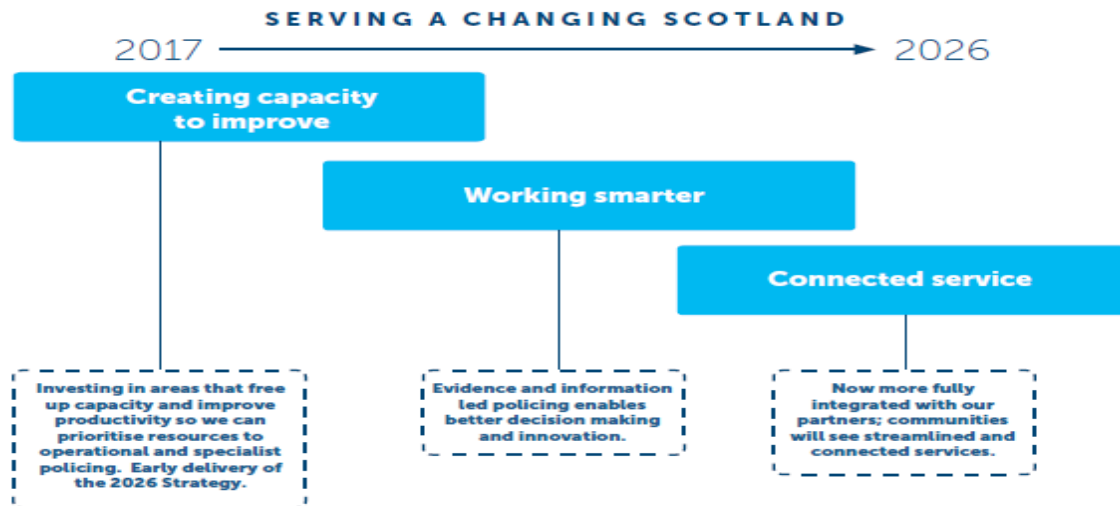
2.4 The Serving a Changing Scotland Strategy was based on the Scottish Government strategic priorities in place in 2016.

- **Localism** – Ensure that the needs of local communities are understood and reflected in the planning and delivery of policing at a local and national level.
- **Inclusion** – Ensure our police service is accessible and responsive to the needs of all people in Scotland.
- **Prevention** – Ensure our police service works to protect people by preventing crime and reducing fear of crime through communication, education, innovation and partnership working.
- **Response** – Focus policing on improving the wellbeing of individuals and communities by tackling crime and responding to and investigating incidents effectively and efficiently.
- **Collaborative Working** – Ensure that our police service works productively with partners at local, national and international levels to deliver better outcomes for people in Scotland.
- **Accountability** – Continuously improve public confidence in policing and inspire trust by being transparent, accountable and acting with integrity, fairness and respect.
- **Adaptability** – Ensure our police service takes advantage of new opportunities and meets emerging threats and challenges.

2.5 The Serving a Changing Scotland Strategy was approved and published in June 2017. It aligned to the strategic priorities set by Scottish Government above and laid out 6 strategic objectives for policing in Scotland:

- Improving public contact, engagement and service
- Strengthen Effective Partnerships
- Empower, enable and develop our people
- Invest in our use of information and technology
- Enhance cyber and forensic capabilities
- Transform corporate support services

2.6 A high level plan for the implementation of the Serving a Changing Scotland Strategy was approved by the Authority in December 2017 and a more detailed plan with financial projections was approved in May 2018. The Implementation Plan was defined in 3 phases, as depicted in the diagram below, with Phase 1 creating capacity and improving productivity, leading into Phase 2 working smarter and then onto Phase 3 which would deliver a connected service.



2.7 In support of the delivery of Serving a Changing Scotland a number of enabling strategies were developed during the period 2016-2019 which shape the current change portfolio. These are summarised below.

### **Digital, Data and ICT Strategy (2018) – approved by the Board on 31 May 2018**

Four key objectives were described within the Digital, Data and ICT Strategy:

Support Policing 2026 by putting in place the technology and information needed to change how we police our communities

Replace an ageing and complex legacy ICT estate to support the Force to operate as a single, integrated organisation

Create the ICT and data capacity and capabilities which allow us to support and respond to changing needs over the next 8 years

Help achieve a balanced budget for Police Scotland by improving efficiency and reducing costs associated with information management technology.

**People Strategy (2018 – 21) – reviewed by the Board on 30 August 2018**

Three key priorities were described within the People Strategy:

Inspiring leadership - Winning hearts and minds to drive success

Positive Environment - Creating great environments for our people to Perform

Organisational Health - Our people and services are flexible, innovative and agile

**Estates Strategy (2019 – 22) – approved by the Board on 22 May 2019**

The strategic approach is aligned to the objectives of 'Serving a Changing Scotland' by:

Ensuring our estate supports the wellbeing of our officers and staff

Better integrating the outcomes of our future strategic workforce planning into local estate design

Taking a longer-term planning horizon (ten-years plus) given the long gestation period of property change and collaborative initiatives

Leveraging the opportunities around key strategic sites to meet our strategic objectives and to achieve best value

A stronger focus on financial sustainability

Integrating estates with the DDICT strategy for a digitally enabled Police Scotland.

**Fleet Strategy (2019 – 29) – approved by the Board on 27 November 2019**

There are five key strategic areas that have been developed and which will be the focus of the strategy:

Safe and Well-equipped – improved access to vehicles that are safe and fit for purpose.

Improving Current Fleet – making short term improvements to our existing fleet to meet operational requirements

Ultra Low Emission Vehicles by 2030 – investing in ULEV vehicles to reduce carbon dioxide emissions and build the infrastructure for the shift towards new technology

Strategic Collaboration Partnerships – grow and drive our partnership working within the blue light market

Technologically Advanced Fleet – use technology to understand our fleet operations in-depth and use future technologies to support policing.

2.8 In December 2019 following a period of collaborative development and public consultation the Scottish Government published a revised set of Strategic Police Priorities which supported the SPA in reviewing and revising the Strategic Police Plan.

2.9 The 6 new Strategic Police Priorities set by Scottish Government were:

- **Crime and Security** – prioritises prevention, investigation, equality and human rights to support positive criminal justice outcomes, respond to current and emerging threats and maintain public order.
- **Confidence** – continues to inspire public trust by being ethical, open and transparent, evidencing performance against outcomes, and building on a positive reputation at a local, national and international level.
- **Sustainability** – adapts to present and plans for future social and economic circumstances, considering the environmental impact of policing and its operations.
- **Partnerships** – works proactively with partners to maintain safe communities and support improved outcomes for individuals, increasing resilience and addressing vulnerability.
- **People** – values, supports, engages and empowers a diverse workforce to lead and deliver high quality services.
- **Evidence** – uses evidence to develop services and addresses current and emerging demands, ensuring that the right capacity and skills are in place to deliver high performing and innovative services.

Aligned to these revised Strategic Priorities, the National Performance Framework Outcomes and Justice System Outcomes, the SPA and Police Scotland co-produced a new Strategic Police Plan, the Joint Strategy for Policing (2020), which was approved by the Authority in March 2020.

The Joint Strategy for Policing (2020) takes an outcome focused approach which allows a clear alignment with the Policing Principles laid down in the 2012 Act.

2.10 The key areas where this revised Strategic Plan has been strengthened include:

Our purpose to keep people safe in both the physical and digital world with further development of the policing response to cyber threats and cyber enabled crime;

Prioritising the wellbeing, safety and protection of our people;  
A renewed emphasis on partnership and pro-active prevention, including a focus on joint service design to tackle complex public safety and wellbeing challenges;

Embedding a policing service that is delivered locally, drawing on the assistance of national assets; and

Emphasising the action to address environmental and climate change issues.

The **5 strategic outcomes** detailed in the 2020 plan are:

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service
- The needs of local communities are addressed through effective service delivery
- The public, communities and partners are engaged, involved and have confidence in policing
- Our people are supported through a positive working environment, enabling them to serve the public
- Police Scotland is sustainable, adaptable and prepared for future challenges

The next step in the planning process will be to review and revise if necessary, the change portfolio to take account of the revised strategic police plan, developing enabling strategies and other recent strategic environmental changes.

## **Forensics Services Strategy**

- 2.11 The Strategic context in which the Forensic Services change portfolio is delivered has not changed as a result of the revised Strategic Police Priorities and remains the Authority approved Forensic Services 2026, Scientific Excellence for Safer Communities Strategy and refreshed 2 year Business plan (2020-22).

SPA Forensic Services developed and published their linked but distinct strategy in May 2018 and this was approved by the SPA Board. This strategy was underpinned by the Phase 1, 2-year Business Plan (2018-20) and a Phase 1, 2-year Financial Plan (2018-20).

The Forensic Services strategy contains 6 Strategic Outcomes as follows:

Positive and vibrant workplace for all of our people

Responsive provision of science from crime scene to court

Effective demand management, maximising the value we add

Deployment of cutting edge techniques in forensic science

Maintained quality standards and assurance across multi-faceted forensics expertise

Commercial capability and value for money

### **3. SCOTTISH POLICE AUTHORITY OVERSIGHT OF CHANGE**

- 3.1 At the August 2019 SPA Board meeting it was agreed that a more rounded and strategic view of change is required, to incorporate not just the major capital projects but also incorporate some of the less tangible areas of change such as: leadership training and development; project and programme management skills; the ability to anticipate the public interest and ethical consequences of new policies, practice and technology; definition and measurement of the benefits of change; risk management; and strong communications skills and stakeholder engagement.
- 3.2 After a comprehensive review of the Authority's working practices regarding change oversight was concluded, the Board approved an approach to change oversight across the policing system at its meeting in February 2020. This approach recognised that most of the Authority's Committees, Police Scotland and Forensic Services leadership were already closely involved in many parts of the overall portfolios and that oversight of improvement delivering change was therefore already happening in many parts of our collective



governance system. The approach recommended the development of a change culture which would see all Authority governance and assurance activities as an opportunity to promote and support the continuous improvement of the policing system by empowering and encouraging impactful change.

3.3 The approach to change oversight has been developed to demonstrate assurance that:

Change is being delivered at the quality, pace and value for money required.

The component parts of change are sufficiently connected to ensure that change is sustainable.

The benefits of change are defined, measurable and being realised.

The programme can adapt to changes in the operating environment, such as new demands on policing, budget settlements or new technology.

There is sufficient programme and project management capacity to deliver the programme.

The change programme is sufficiently transparent both within the policing system and to the general public.

Public SPA Board sessions every 6 months, build public understanding of and confidence in the effective use of public funds to drive improvement in the delivery of policing in Scotland

3.4 The Board decision to support the adoption of a “change culture”, which puts the continuous improvement of policing at the heart of all the Authority’s governance and scrutiny activities, rather than establish a dedicated change committee or oversight group, has brought real benefits to the oversight of change as a wider more holistic system. This culminates in the six monthly reporting to and scrutiny by the Board in public session, which is strategic in nature and grounded in the delivery of the approved strategies, but underpinned by a wealth of detailed scrutiny at executive staff and member level through and around the formal committee and oversight group mechanisms.

As well as providing a framework for committee chairs and members to coordinate and coalesce scrutiny activities, this approach also allows the executive staff, led by the Chief Executive, to examine and advise on the progress of the various elements of the change

portfolios and critical interdependencies, to join together the change oversight activities across committees and working groups.

The following section summarises the key change oversight and continuous improvement support activities coordinated across the Authority and its Committees, Oversight and Assurance Groups in recent months.

### **SPA Authority Meetings**

3.5 Within the last 12 months the Authority has considered and approved the key enabling strategies for Estates and Fleet. It also approved the Contact Assessment Model (CAM) full business case and supported the Chief Constable's decisions on rollout. It has overseen and considered the performance impact of major change projects in the operational and support realms, which are linked to the progression of the Changing a Serving Scotland Strategy. The Authority has also highlighted the building emphasis on cybercrime which is being addressed by the current development of a Cyber Strategy.

Through consideration of the Chief Constable's reporting the Authority have overseen a number of areas of change including, Digital Triage Devices; Strategic Workforce Planning and the North East Integration project.

The Authority has considered and approved the Forensic Services Business Plan 2020-22, discussed the Forensic Services approach to benefits realisation reporting during the first phase of the Forensics Change Programme and discussed progress updates on process modelling, the Drug Strategy and Mobile Working. The Authority also commissioned the Digital Forensics Working Group and endorsed its final report.

In terms of change delivery within the Authority, in addition to approving the approach for the oversight of change, the Board has also approved the SPA Excellence Framework, Risk Framework Corporate Plan and Business Plan as well as endorsing a new organisational structure for delivery in 2020.

In response to the COVID-19 pandemic the Authority published the considered approach it would take to oversight during these unprecedented times. Aligned to the approach for overseeing the change portfolios across the policing system, the Authority approach to oversight was to utilise the existing governance and assurance mechanisms with a focus on adaptability and flexibility in supporting the policing response to the developing situation. During this period

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the Board met on a weekly basis in order to discuss the emerging picture and maintain the situational awareness necessary to provide effective and timely oversight of the response to COVID-19.

The published approach was designed to:

Be consistent with the strategic outcomes of good governance outlined in its Corporate Plan and Excellence Framework;

Utilise its existing governance and scrutiny arrangements, scheduling fora on the basis of emerging requirements and circumstances and not relying on the existing forward schedule of governance meetings;

Draw upon a range of insights, perspectives and expertise to inform its scrutiny and advocacy, including those of independent custody visitors in Scotland (ICVS), and;

Ensure that regular outputs of oversight are communicated, and that every effort is made to maintain public transparency and access to SPA oversight within current advice.

### **The SPA Committees**

3.6 The majority of the detailed oversight of change across the policing system occurs in the Authorities Committees, Oversight, Assurance and Working Groups. The section below gives a flavour of the areas subject to challenge and support by SPA members to promote continuous improvement in policing across the system.

### **Resources Committee**

3.7 The Committee has recommended to the Board the Financial (3 and 10-year) strategies, the Police Scotland People Strategy, the Estates and Fleet strategies.

Detailed scrutiny and guidance has been applied to the Initial Business Cases (IBC) for the Contact Assessment Model (CAM), for Digital Enabled Evidence Sharing Capability (DESC), for Data Governance & Management and for the Unified communications & Contact Platform (UCCP)

The Committee has considered the Full Business Cases (FBC) for CAM; and for Transforming Corporate Support Services (TCSS) making recommendations to the Board as appropriate.

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The Committee has overseen the estates disposals programme as part of the delivery of the estates strategy, again recommending as appropriate to the SPA Board.

The Committee has maintained consistent oversight for Strategic Workforce Planning, the development of the Target Operating Model (TOM), the implementation of the Staff Pay and Reward Modernisation Programme (SPRM) and the ongoing Wellbeing Programme.

The Committee has provided ongoing challenge and support to the work on Demand Analysis and Operational Capacity and Productivity, with particular emphasis on the productivity gains and identifying the links between the Demand and Productivity Unit (DPU), the Resource Allocation Model (RAM) and the Strategic Workforce Planning (SWP). The realisation of benefits and change control governance has also been a central focus for the committee.

The Committee has commissioned regular reports on the use of professional services and this was particularly relevant in this first phase of the strategy as the capacity and capability for change was built within Scottish policing.

The committee has scrutinised ongoing financial management including the use of the reform fund and the unexpected consequences of COVID 19.

The Audit Risk and Assurance Committee has made recent referrals to Resources in order to coordinate and optimise the Authorities oversight of the review of the Productions Project, the Strategic Workforce Plan and Transformation Change Programme Management.

### **Forensic Services Committee**

3.8 The Forensics Committee maintains oversight of the building of the capacity and capability to deliver and progress made in relation to change within Forensic Services. It has guided the progress of the changes being brought about through legislation resulting in the drug driving service development and also under a separate legislative process the support and progress of the Biometrics Bill.

The Committee kept under review the progress on the development of the Forensic Services Business Operating Model and the extensive change communications and engagement with staff across the service.

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The Committee receives quarterly impact reports through performance reporting and monitors the progress of the Forensic Services 2026 Strategy. A summary benefits report of Phase 1 of 2026 strategy was considered by the committee and planning for improved reporting in Phase 2 was discussed.

Through its involvement in the Digital Forensic Working Groups the committee received regular update on the progress of the group and the final report which was recommended to the SPA Board.

The Forensic Services 2026 Operating Model Initial Business Case was endorsed by the committee in July and the Full business Case will now be developed for the October Committee.

### **Audit, Risk and Assurance Committee (ARAC)**

3.9 Through the implementation of the Internal Audit Plan and by commissioning other assurance reports in accordance with the SPA Excellence Framework the ARAC makes a considerable contribution to promoting and supporting improvement across the policing system. Recent impactful reports considered by the Committee include work commissioned to examine the best way ahead for the Transforming Corporate Support Services programme (TCSS), the Transformation Programme Assurance processes, and examining opportunities to further improve the Payroll project.

The Committee has also been instrumental in overseeing changes to improve Police Scotland procurement and contracting and has a key focus on the delivery of best value across the policing system.

In most recent meetings the ARAC has considered Internal Audit Reports covering Productions, Transformational Change, Demand & Productivity, Strategic Workforce planning and on the Procurement Improvement Plan and has where it has considered there to be further benefit directed these to other committees for information and discussion as appropriate.

The ARAC also takes the lead on driving improvement through the oversight of actions to address external recommendations resulting from inspections and audits from bodies such as HMICS and the Information Commissioner.

### **Strategy, Performance & Policy (SPP)/ Policing Performance Committee (PPC)**

3.10 The SPP, which was then reframed as the PPC has been central to the development of the revised Joint Strategy for Policing (2020) and

has the development of a revised performance framework which focuses on measures of progress toward the strategic outcomes laid down in the revised strategy. Through the consideration of the performance reports the Committee focuses on seeking to demonstrate with evidence the positive impact of change and to demonstrate the improvement in the effectiveness and efficiency of the policing system.

The Committee considers proposals for operational changes to policing practice and policies with a particular emphasis on the public interest, ethics, privacy and human rights impacts of these changes. Recent attention has been on the implementation and evaluation of tactics such as the use of Stop and Search, Digital Triage Devices and the deployment of Remotely Piloted Aircraft Systems (RPAS)

The Committee leads for the Authority on assessing and building public confidence and has endorsed an early version of the Police Scotland draft Contact & Engagement Strategy.

### **Succession Planning & Appointments Committee**

3.11 This Committee has focused on the sustainability of the Police Scotland senior leadership team through the oversight of the recruitment of two new Assistant Chief Constables in order to ensure effective leadership is in place to support the delivery of change and transformation across policing. It has also provided oversight and scrutiny of the Accelerated Leadership Pathway initiative ensuring ongoing development and support is available to high performing officers and the policing leaders of the future.

### **Complaints & Conduct Committee**

3.12 The Committee has been overseeing improvements in complaints procedures and has supported the Complaints Handling Review being undertaken by Dame Elish Angiolini and continues to guide the response to that review and drive improvement in complaint handling.

### **Oversight, Assurance and Working Groups**

3.13 Within the agreed approach to oversight of change is the ability of the Authority to establish additional forums to provide direction, support and drive forward changes in policing. A number of these limited life forums have been established to focus on areas that will enable significant improvements in policing.

#### ***Digital Forensics Working Group – June 2019 – March 2020***

This group was commissioned by the Authority to convene a cross system working group to explore the future model for the delivery of Digital Forensics, in recognition of the importance of this growing area of policing and its impact on the wider justice system. The group was chaired by SPA members and included representation from Police Scotland, the Crown Office & Procurator Fiscal Service (COPFS), Police Investigation and Review Commissioners Office (PIRC), Forensic Services and also representatives from academia, the Scottish Information Commissioner, Human Rights Commissioner and the Children's and Young People's Commissioner amongst others. The group reviewed the delivery, accreditation, oversight and governance of digital forensics in Scotland. A full report was presented to the SPA Board in May 2020

***Contact Assessment Model (CAM) Oversight Group – from June 2019 – ongoing***

This oversight group provides scrutiny of the preparation and implementation of the Contact Assessment Model (CAM) with a particular focus on the programme & change management processes, Police Scotland governance and assurance arrangements and the evaluation of the impact made by the revised call handling model against the benefits described in the business case.

In addition to the groups noted above specifically established to support change and improvement, SPA Oversight Groups have also been established to oversee major operations including the Conference of the Parties (COP) 26 Oversight Group which has a focus on the delivery of policing across Scotland out with the Blue Zone during the Conference to minimise any impact on business as usual caused by the short term changes driven by the requirements of the Conference and also a focus on the welfare of the officers and staff supporting the event.

#### **4. External Change Assurance Sources**

As laid down in the SPA Excellence Framework the SPA has in place a stratified approach to assurance activity across five levels covering Police Scotland and Forensic Services internal management assurance through the SPA Committees and Board to independent external bodies who provide a source of assurance to the Authority. This enables the Authority to communicate this role and positioning clearly, within a wider system of other sources and providers of assurance and to stakeholders.

- 4.1 The wider change assurance environment brings together a number of organisations, some of whom lie within the policing system such as HMICS and the PIRC and others whose remit reaches across the

public sector. The Scottish Government and Parliament play a key role in assurance through commissioning independent reviews through Parliamentary Committees or through providing reviews through the Gateway Process, the Technical Assurance Framework (TAF) or Digital First.

## 5. Next Steps

- 5.1 The pace of change and ability to deliver planned change whilst adapting to uncertainty in the operating environment have been severely tested across policing in recent months, with attention and resource diverted to address the additional demands brought about through Brexit, the Conference of the Parties (COP 26) and most recently COVID-19.

The Authority continues to support the balancing of these pressures with the need to drive forward the change necessary to realise the set out strategic outcomes.

The next priority for the Authority will be to support Police Scotland and Forensics Services in learning the lessons of the COVID-19 pandemic and reviewing the fast track changes to working practices that have been put in place. The outcome must be the building of a revised change portfolio which takes the learning and optimises the programmes and projects to progress toward the approved strategic outcomes but in the new normal of the operating environment post COVID-19.

This process has already started with the convening of a SPA Board Seminar session on 5 August where strategic updates on both the Police Scotland and Forensic Services change portfolios were presented to members and the future approach discussed in detail. At this session it was reflected that the strategic direction and outcomes laid down in the Joint Strategy and Forensics Strategies had stood the test of adapting to the COVID-19 pandemic, that there was a strong strategic foundation and that the internal capacity to develop, deliver and accept change which had been built in recent years had enabled the policing system to adapt to these challenging times. The discussion recognised the maturing nature of the portfolios and that there was a need to review the priorities timescales and risks to delivery.

There was consensus around a move to a programme focused transformation approach, which would drive better coordination and alignment between elements of the change portfolios and the central importance of the design led approach to transformation which takes this concept further. This design led approach includes the



establishment of a Design Authority which brings strategic structure and control to the portfolios and a focus on interdependency and aims to maximise the benefits of change investment through the optimisation of synergy.

Finally there was agreement on the importance of clearly linking the ambitions for the policing system laid down in the strategies and the intent and impact of the change portfolios was central to the maintenance of public confidence in the ability of the policing system to deliver both now and in the future.

- 5.2 Whilst providing support to Police Scotland and Forensic Services in driving forward their change and improvement agendas the Authority is undergoing a significant organisational change programme of its own which will see progress toward the SPA Corporate Plan and Business Plan.

## **6. Summary**

- 6.1 The Police Scotland and Forensics Services change portfolios continue to mature and with very few exceptions are delivering benefits in line with the current planned and forecast levels which are aligned to the Authority approved business cases.
- 6.2 Progress has been made in building the organisational capacity and capability to deliver and accept change across the policing system and the coordination of change activities has benefited from a Target Operating Model and Design Led Approach in both Police Scotland and Forensics Services.
- 6.3 The response to the COVID-19 pandemic has demonstrated that the policing system has a well-developed ability to deliver change at pace and at scale and this change has largely been an acceleration of intended initiatives already within the portfolio, so is therefore aligned to strategy.
- 6.4 The current focus of the Authority's oversight is in taking an overall view of the progress toward the strategic outcomes and the critical interdependencies such as between the Demand and Productivity Analysis work, the Capacity and Productivity Benefits, the change in response through the Contact Assessment Model, the Resource Allocation Model and ultimately the impact these and other changes have on the Strategic Workforce Plan and Financial Plan.
- 6.5 The next 12 months sees the benefits realisation profile accelerate and this generates the opportunity, but also the challenge of managing the articulation of these benefits and making the optimal

use of these realised benefits to further improve the policing of Scotland.

## **7. FINANCIAL IMPLICATIONS**

7.1 There are no direct financial implications associated with this paper however the requirement to demonstrate best value for investment made in transformational change is central to change oversight. There are also key linkages between the delivery of benefits through transformational change, resource allocation, strategic workforce planning and budget planning.

## **8. PERSONNEL IMPLICATIONS**

8.1 There are no direct personnel implications associated with this paper however the majority of the programmes and projects across the change portfolios will have a direct positive impact on police officers and staff and the model for the allocation of human resource in accordance with the strategic workforce plan.

## **9. LEGAL IMPLICATIONS**

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

## **10. REPUTATIONAL IMPLICATIONS**

10.1 There are reputational implications associated with this paper. The Authority is itself subject to ongoing scrutiny and review by external bodies and stakeholders in the carrying out of its functions. The Authority aims to evidence through the work of the Board and its committees its openness and transparency, in particular the use of resource oversight and delivery of best value. In terms of Police Scotland and Forensics Services it is vital to assure public confidence in the ability of the policing system to deliver improvement which represents best value and reflects the changing needs of our communities.

## **10. SOCIAL IMPLICATIONS**

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

## **11. COMMUNITY IMPACT**

11.1 There are no direct community impact implications associated with this paper, however the benefits associated with programmes of transformational change will have positive impacts across communities and have potential benefits beyond policing.

## **12. EQUALITIES IMPLICATIONS**

12.1 There are no direct equalities implications associated with this paper.

## **13. ENVIRONMENT IMPLICATIONS**

13.1 There are no direct environmental implications associated with this paper however key elements of transformational change are aligned to support the Scottish Government environmental priorities.

### **RECOMMENDATIONS**

The Board is invited to discuss the contents of this report.