



Meeting	Policing Performance Committee
Date	6 December 2023
Location	Video Conference
Title of Paper	Local Policing Service Delivery Review Update
Presented By	ACC Tim Mairs
Recommendation to Members	For Discussion
Appendix Attached	Yes – Appendix A: Presentation Pack

PURPOSE

The purpose of this paper is to provide members with an update on the progress of the work being undertaken within the Local Policing Service Delivery Review.

Members are invited to discuss the paper.

1. BACKGROUND

1.1 The Local Policing Service Delivery Review (LP SDR) team, together with our key stakeholders (citizens and staff), are reviewing how we deliver our services to improve the safety and wellbeing of people, places, and communities, in a way which is agile, innovative, and effective.

The team have been talking with our people, public and partners about current services in both Forth Valley (C Div.) and Highland & Islands (N Div.) divisions to help inform our thinking around and development of service delivery. The focus of this work is aligned to three key pillars of research, which are:

- Response and Community Policing
- CID and Public Protection at a Local Level
- Support and Partnerships

LP SDR is being delivered by a small, dedicated team of officers and staff who have adopted the Scottish Approach to Service Design (SAAtSD) to deliver on this key workstream. The SAAtSD is split into four main phases of work. These phases are Discovery, Define, Develop and Deliver.



2. METHODOLOGY

2.1 Discovery Phase Update

The LP SDR team have completed the onsite User Research (Discovery Phase) in all Local Policing Command Areas within both C and N Divisions. This included approx. 1000 interactions with officers and staff, members of the public and key local partners. The insights captured during this stage are now being analysed and validated as the work moves into the Define stage.

Having completed the User Research, the LP SDR team are also continuing to collaborate with other stakeholders and partners to develop a rich evidence and insight base. This will enable the team to define and represent the experiences and services of local policing effectively and authentically. This includes highlighting good practice and problems, framed as opportunities.

2.2 Your Police Strategic Engagement Forum

Also progressing is the Your Police Strategic Engagement Forum (Your Police SEF). In recent months Strategy & Insight colleagues have led the development of this key piece of work with the inaugural meeting of the Your Police SEF having taken place on Wednesday 4th October.

There were approx. 20 strategic level attendees from across all public services in attendance. This is one of largest and most senior forums Police Scotland have established.

During the forum, the group identified several key areas partners are keen to work collaboratively on in the future to build a new way forward.

The next session of the Your Police SEF will focus on LP SDR. It is hoped that this next session can take place in December 2023. Members of the form also expressed that they were keen for future sessions to explore Data/Data Sharing and Mental Health.

2.3 Review of Local Policing Models and Best Practice in the UK and Internationally

In addition to the Your Police SEF, the Strategic Engagement team are also finalising recommendations for the overview report into "Understanding Local Policing Models in Practice." The team have researched good practice in both national and international policing forces and are now refining their list of recommendations. This work aims to provide additional evidence to support the development of local policing models in Scotland.

Further to this, the Research and Insights team has started a review of academic research evidence into local policing models for supporting recommendations on good practice. SIPR are looking into further sources of evidence, with a review underway.

2.4 Cohesion / Links

There is a need to understand and coordinate all the activity taking place within Police Scotland. As such there has been support given to the development of both the Service Design Hub and the Service Design Forum.

The use of these platforms will enable work to progress with cohesion and with robust links across the organisation.

2.5 Service Design Hub & Forum



The Service Design Hub (SDH) is bringing together Product Owners from key programmes of work including Local Policing Service Delivery Review (LP SDR), Modernised Contact & Engagement (MC&E) and Public Protection Development Programme (PPDP) as well as other key programmes. These Product Owners are joined by a range of key stakeholders which includes department heads and a range of specialists in specific areas of the organisation.

This group assist in influencing change by working through a range of emerging problems impacting on service delivery within the organisation and begin to develop a 'problem framer' as a precursor to any future programme documentation or action. It takes reference from the operating framework, which includes key strategy documents such as the Strategic Assessment, and any good practice which exists outside of Police Scotland. The Hub provides a space to encourage meaningful shared discussions that result in collaborative and joined up outputs and actions.

The Hub meets monthly with updates being presented on its progress to the new Service Design Forum and Change Board. This can be seen as another enabler in the decision-making process to help us to understand the impact of any problems identified during discussions.

The Service Design Hub enables us to co-ordinate and map activity against our operating framework. It will also allow facilitate the use of a variety of Service Design tools and approaches to plan future activity – an example of which is an Explore, Build, Test (EBT).

This will enable the following.

- Service focus - operational and tactical discussions and practical work
- Cross programme working
- Corporate support services engagement and involvement
- Operating framework mapping
- Idea generation / challenges / problem solving.
- Testing and prototyping
- Systems thinking
- Generates output for the SDF.

The Service Design Forum (SDF) will be formed by a core group of DCCs, ACCs and Directors. Further invitations may be made to subject matter experts based on the topics being discussed at each specific session.

The function of the SDF is to review the operating framework activity, discuss outputs from the Service Design Hub to then enable the forum membership to make decisions and agree prioritisation of future activities.

In addition to the above the SDF will enable the following.

- Strategic service focus
- Discussions, ideas, and innovative thinking
- Review outputs from SDH
 - Problems / challenges
 - Prototype / testing reviews
 - Blueprints / EBTs
 - Key decisions required.
 - Prioritisation
- Operating model impacts and potential decision making
- Feedback / task SDH
- Escalate / inform SLB.

2.6 Products

Final Report - The target completion date for the final triangulated report is March 24. However, the Service Design Team are working tirelessly to pull together the first draft of the report which will provide an update on the work to date and provide a range of opportunities for taking forward. The following products will form key elements of the final report:

Operating Models - the team are continuing to progress several current Operating Models on a range of services provided by Police Scotland. These will continue to be developed and mapped out as we move into the later stages of this work. By completing a range of Operating Models for activity within Local Policing we are better able to articulate the full "as is" picture and overall Current Operating Model for the discovery divisions. This will include officer and staff numbers, locations, and services provided.

As is for C and N Division - The 'as is' is the precursor to defining the overarching Current Operating Model (COM). This provides an overview of where we are now, our current service offerings and the capabilities and operations that support it. It describes issues as well as good practice. The 'as is' works in concert with the OM to help define the steps that we need to take to move from where we are to where we want to be. The 'as is' will combine data viewed through a variety of lenses; from sources such as DPU, Strategy, Insight & Engagement, academic works, and the insights gleaned from user research and the wider Discovery phase. This will also incorporate segments relating to a "day in the life of," where some of the operational challenges of officers on the ground are given life.

Defined and Prioritised Opportunity Statements - An opportunity statement in service design is a human-centric statement of the problems people face in accessing or delivering services. It challenges the idea that we already know what the problems are by reframing them not as organisational challenges, but as individual challenges.

These can then be turned in to organisational challenges or 'how might we' questions (HMW). An HMW encourages us to think of a range of possible solutions to a problem rather than being tempted to leap to an answer.

The objective is to create a prioritised backlog of these opportunity statements, with the focus of the work being on those that will generate the most impact against several factors such as: improving our service provision, demand redirection and improving the wellbeing of our people.

At the end of discovery in March 2024, the Programme Brief will be the vehicle by which LP SDR can articulate potential activity to be taken forward, set against a robust evidence base and provide the ability to complete business cases, as necessary.

2.7 Next Steps

As we await clarity on our future funding settlement as part of the Scottish Governments Spending Review the LP SDR Team continues to progress ongoing preparatory work. This work will ensure that our local policing model is aligned to whatever our allocated budget is.

However, the outcome of the financial settlement with Scottish Government will still present the organisation with some challenging decisions to make to ensure we continue to deliver effective services to our communities within the constraints of our allocated budget.

The discovery work undertaken by the LP SDR provides an evidence base by which to consider those decisions both in terms of benefit and impact. Work has commenced to expedite the development of a range of key LP SDR work packages to better inform decision making in the short/medium term.

This short-term activity utilises the developed knowledge and understanding of the LP SDR Discovery work in a way that is sympathetic with the overall longer-term objectives of LP SDR.

2.8 Programme Brief

To progress LP SDR from Discovery / Define into the future stages for Design / Deliver, there will be a requirement to provide a suitable business case product for the purpose of establishing a formal programme of work. Having discussed the requirement with Portfolio Management, the most appropriate vehicle to achieve this is a Programme Brief.

The Programme Brief will outline potential interventions (or work packages) that are predicted to deliver the greatest value and/or address drivers of significant threat, risk and harm. The Programme Brief (often referred to as a *first draft Business Case*) will seek to validate and build on the current mandate and provide evolved thinking on several programme areas such as: vision; outcomes; high level benefits and risks as well as early thinking on core resourcing and funding.

The Programme Brief does not negate the requirement to develop bespoke Business Cases for the projects and work streams that require significant effort to deliver. There may be other interventions identified through the Design phase that are yet

unknown, but the Programme Brief will provide the framework through which these interventions could be progressed.

The objective is to bring the Programme Brief forward into Governance in January 2024.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 As mentioned above, ongoing work is taking place to identify the resource profile required to deliver the next phase of this work. This will continue to be progressed in the short term, ensuring that the work is delivered by resources with the right skills, experience and capabilities, whilst ensuring that any impact on any front-line resources to deliver this work is minimal.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 LP SDR has the potential to have significant positive reputational implications for the organisation. Through the adoption of a Design led approach to this work, engagement is being conducted with our people, partners and citizens. This engagement is allowing us to listen and better understand the needs and challenges faced by each of these groups. As we move towards the next phases of this work, they will continue to play a vital role in shaping the future model of Local Policing.

There is however a risk that if the findings of Discovery are not progressed that there may be a possibility for reputational damage to be done. This may manifest in a loss of confidence in the organisation by listening to the needs of our service users whilst then failing to take appropriate action to make the necessary improvements needed to improve service delivery.

7. SOCIAL IMPLICATIONS

7.1 As we are currently within the Discovery phase of the LP SDR work, we remain within the status quo. As the work develops there is the possibility for significant social implications and impact on the public.

As mentioned above the Service Design approach enables the design of future services with the public and other service users. This approach will continue to involve engagement with a range of key stakeholders and members of the public.

8. COMMUNITY IMPACT

8.1 Currently, LP SDR discovery work is focussed within both Forth Valley and Highlands and Islands Divisions. This has involved a significant amount of positive engagement with our community partners, stakeholders and members of the public. We have ensured that we have listened to representatives from a wide range of communities across these Divisions. LP SDR though has the potential to be far reaching in terms of its community impact.

9. EQUALITIES IMPLICATIONS

9.1 As mentioned above we have undertaken positive engagement with several organisations and community representatives, providing them a platform to express their thoughts and opinions on local policing. We have taken the time to listen to members of our seldom heard communities and through the work undertaken both within Strategy and Engagement and Partnerships, Prevention and Community Wellbeing we will continue to listen to these voices as they are vital in ensuring that any future model takes into consideration that needs of every community in Scotland.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the paper.



An update on **Local Policing Service Delivery Review**



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Background

It is only possible to design good and cost-effective services if time is taken to understand the situation through direct engagement with the people who use our services, and the people who supply them.

This approach takes time but saves time overall by ensuring that services are well-designed and efficient which, in turn, means they are much less expensive.

It is estimated that up to 60% of the cost of running government services in the UK is due to their poor design: “bad services are expensive and require more time investment from the point of the user”

The 15 principles of good service design

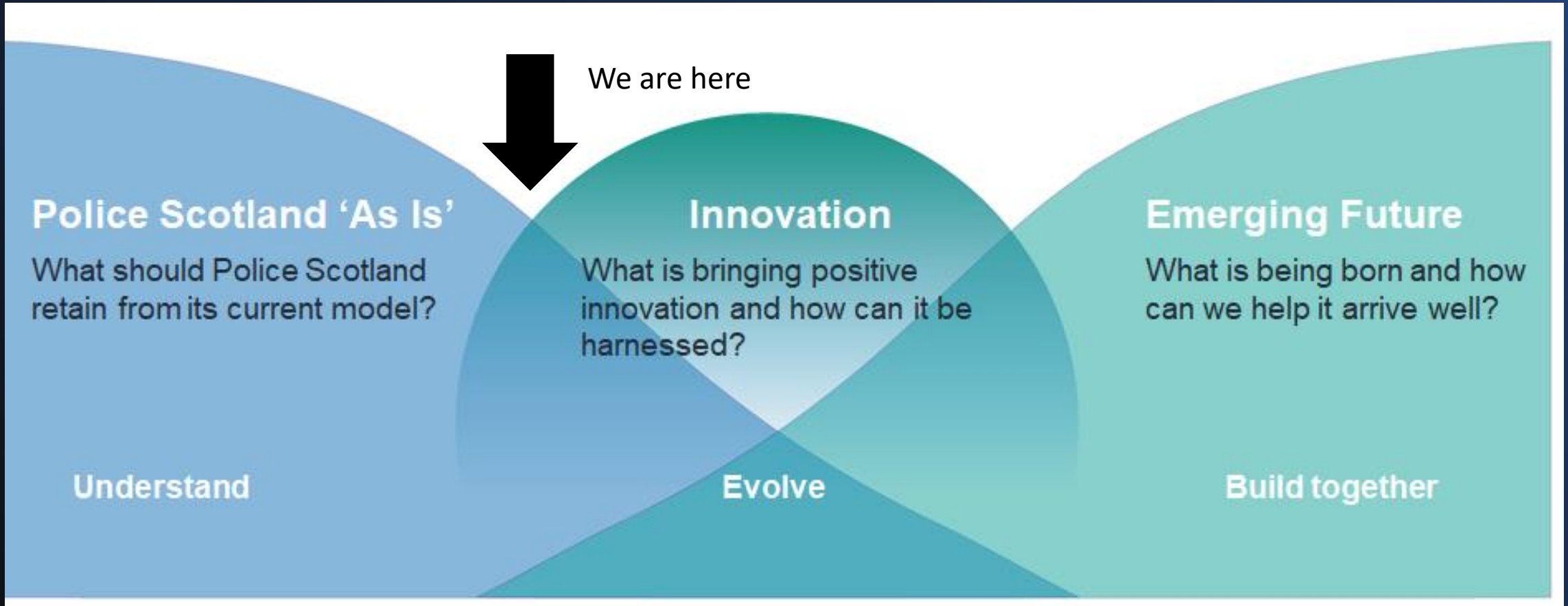
A good service:

- 1 Is easy to find
- 2 Enables a user to complete the outcome they set out to
- 3 Clearly explains its purpose
- 4 Sets the expectations a user has of it
- 5 Works in a way that's familiar
- 6 Requires no prior knowledge to use
- 7 Is agnostic of organisational structures
- 8 Requires the minimum possible steps to complete
- 9 Is consistent throughout
- 10 Has no dead ends
- 11 Is usable by everyone, equally
- 12 Encourages the right behaviours from users and staff
- 13 Responds to change quickly
- 14 Clearly explain why a decision has been made
- 15 Makes it easy to get human assistance

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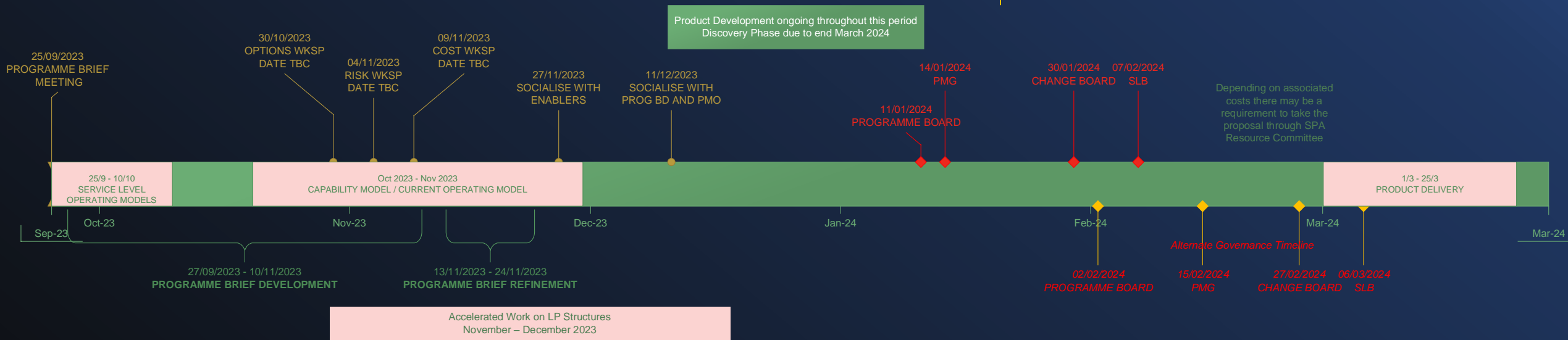
Background

The Three Horizon Framework provides questions that can help us transition from our current model to a new one.



Timeline

Planned Governance path for Programme Brief tbc
– this timeline shows aspiration.



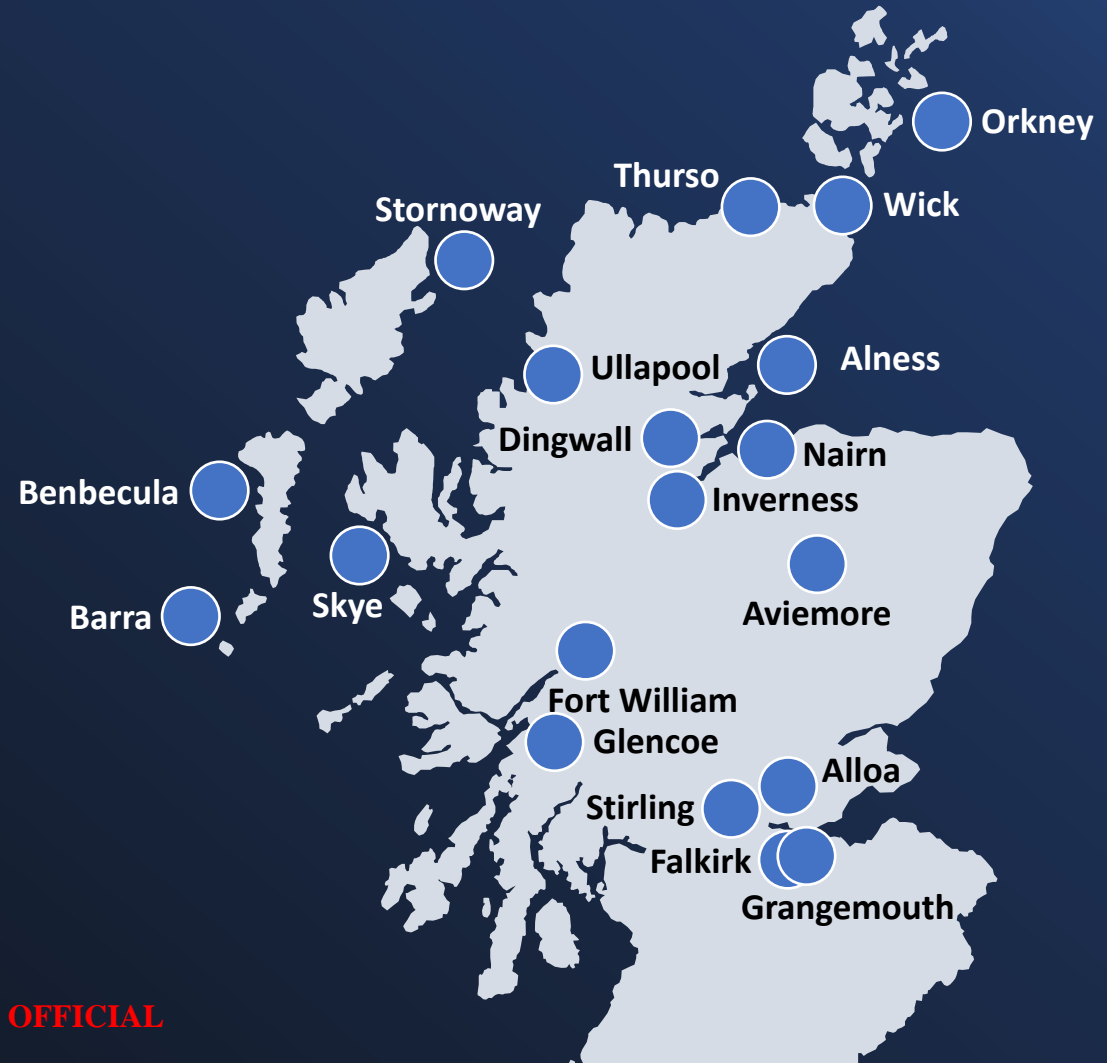
Discovery Phase Update



We have completed our user research!

Our last trips were to Benbecula and Stornoway. We also added a visit to Grangemouth after it came up a lot during research in Falkirk. We discovered more about the relationship between and deployment model of these neighbouring areas.

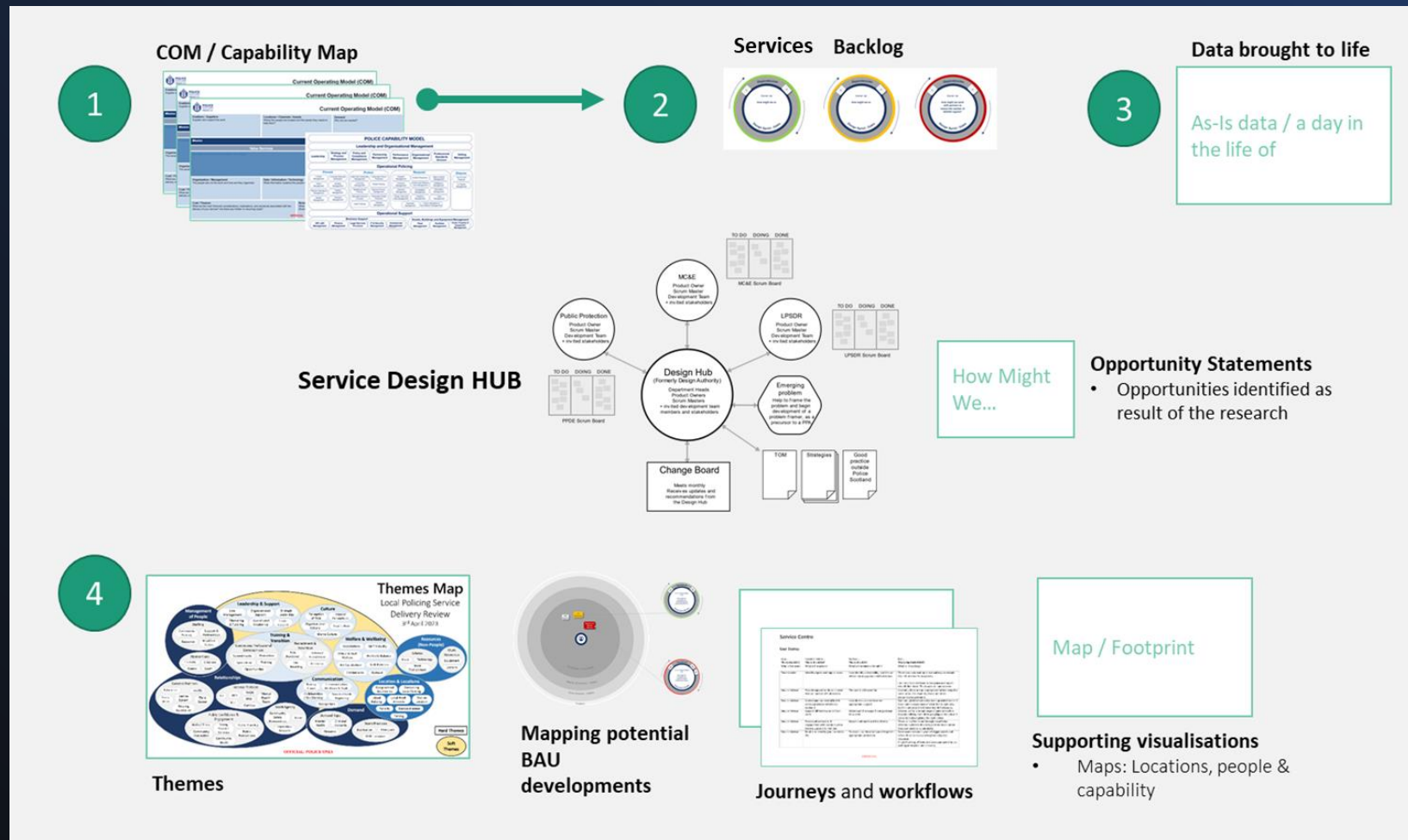
Between officers, staff, police, and partners, we spoke to 884 people across N and C Divisions.



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Products - Overview

We have several work streams and product sets that will provide us with a whole systems view of Local Policing. Some of this work will be shared as early as next month, with the Final Report scheduled for March 24.



Products – As is – A day in the life of...



UR teams designed different visual formats to showcase the insights which provided some powerful messaging.

UR teams will continue to develop further insights by bringing them to life.



Products – Current Operating Model

Current Operating Model

Suppliers and partners

Who do we rely on for this service to work? Consider internal suppliers - departments and colleagues) as well as external. Include partner organisations and charities.

Locations

Where is the service provided? Don't just think about the delivery of the service but everything needed behind the scenes.

Proposition and process

Start here

What is the process that we follow to deliver the service?
And how do we describe the service in user-centred terms?

The process should not be too detailed - detail will be added at a later stage.

Organisation

Who is involved in delivering the service?
What do they do?

Information

What information is needed for the service to be delivered? Where does it come from? What is it used for? And where is it kept?

Management systems

How is the service measured and monitored? What governance is in place and how does it work? Where does this happen? (Roles, groups etc.) How are improvements developed and implemented?

- Over the past couple of weeks, the User Research team have been working on several current operating models (COM's) for local policing.
- Each service operating model is an abstract overview of the service and the organisational components that combine to allow us to deliver it.
- The team have used an operating model “canvas” to understand each of the services. This is broken down into six sections:
 - **Service Proposition and Process** – What is the process we follow to deliver the service
 - **Suppliers and Partners** – Who do we rely on for this service to work?
 - **Locations** – Where is the service provided?
 - **Organisation** – Who is involved in delivering the service?
 - **Information** – What information is required to deliver the service?
 - **Management Systems** – How is the service managed and monitored?

Products – Prioritised Opportunity Statements for Local Policing

Resource Service Delivery Group (RSDG) was previously known as Resource Prioritisation Group Tactical (RPGT)

Resource Prioritisation Group (RPG) was previously known as Resource Prioritisation Group Strategic (RPGS)

- Demand Reduction & Capacity Creation – ACC Bex Smith & ACC Tim Mears**
- Regionalisation / Centralisation
 - Demand from Partners (Health / Mental Health / Social Services / SAS etc)
 - Lost and Found Processes
 - Crime / Incident Recording Practices
 - Attendance Policies
 - Investigations
 - Call Handling

- Criminal Justice Reform – ACC Wendy Middleton**
- Review of Courts (to include Court Officers and Witness Attendance)
 - Services of Legal Documents
 - Production Management

- People & Workforce Reallocation – Dir. Katy Miller & ACC Gary Ritchie**
- Police Staff
 - Strategic Workforce Planning
 - SCOPE Conversions (including PNE / Supernumerary Posts)
 - Modified duties
 - Budgeted Establishment Reductions
 - Risk Ratios
 - Welfare and Wellbeing

- Risk and Assurance – ACC Alan Spers**
- Risk Register
 - Professionalism and Ethics
 - Assurance Review

- Transformation and Design – CDIO Andrew Hendry**
- New Change Structure
 - Prioritisation
 - Design

- Finance – CFO James Gray**
- Budgetary Pressures
 - Savings and Efficiencies
 - Reinvestment
 - Overtime

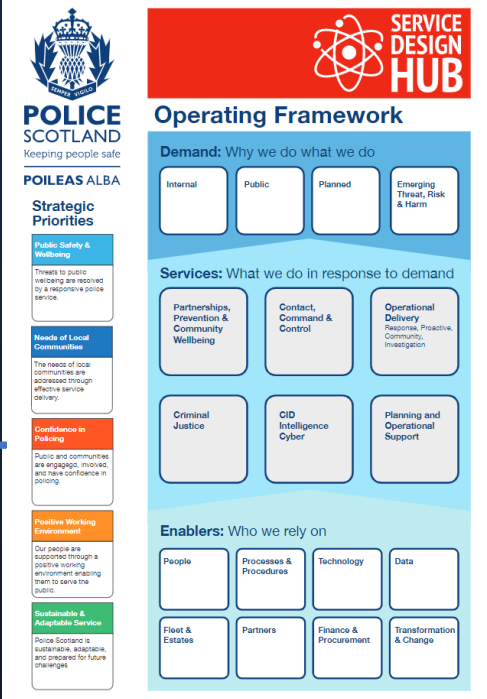
- Communications and Engagement – Dir. Tom McMahon and Chris Starks**
- Internal / External Messaging
 - Stakeholder Analysis
 - Consultation and Engagement

SERR 13 Local Command Proposals

Change Portfolio Service Design Work

Continuous Improvement Business Implementation

Others?



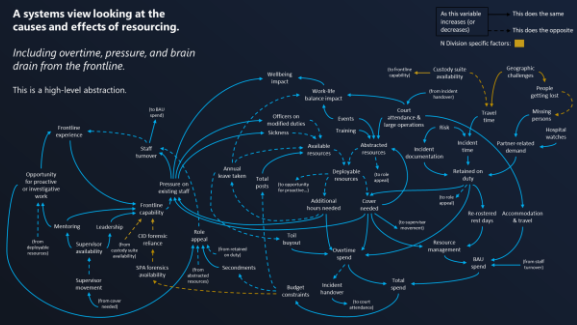
Our Core Policing Services - parameters

SERVICE	MUST	SHOULD	COULD	REDUCE	REVENUE	RISKS
Prevention	Green	Yellow	Orange	Red	Blue	
C3	Green	Yellow	Orange	Red	Blue	
Operational Policing	Green	Yellow	Orange	Red	Blue	
Criminal Justice	Green	Yellow	Orange	Red	Blue	
CID / Intel/ Cyber	Green	Yellow	Orange	Red	Blue	
Planning and Ops Support	Green	Yellow	Orange	Red	Blue	

Financial Slider – What we can afford

Our Enablers

Activity and efficiencies that support the core policing services



What is causing the most shared pain?

- VPDs
- Mental Health Calls
- Citation Delivery
- Court Attendance
- Events / Surge Activity
- Call / Contact

- e.g.
- VPDs – in C and N div alone, there were over 50k VPDs in one year
 - We know that that the vast majority are not used / do not fit the criteria
 - 45 mins on average to complete – 37.5k hours
 - Can't be completed on mobile devices
 - Etc.
 - Cited to court** – example of one officer cited over 50 times in 3 years
 - Never asked to give evidence
 - Large proportion of the time was on rostered rest days / annual leave
 - Impact on toil / overtime etc.

Your Police Stakeholder Engagement Forum (SEF)

- In recent months Strategy & Insight colleagues have led the development of this key piece of work with the inaugural meeting of the Your Police SEF having taken place on Wednesday 4th October.
- There were approx. 20 strategic level attendees from across all public services in attendance. This is one of largest and most **senior** forums Police Scotland have established.
- During the forum the group identified several key areas partners are keen to work collaboratively on in the future to build a new way forward.
- The next session of the Your Police SEF will focus on LPSDR. It is hoped that this next session can take place in December 2023. Members of the form also expressed that they were keen for future sessions to explore Data/Data Sharing and Mental Health.

Review of Local Policing Models and Best Practice in the UK and Internationally

- In addition to the Your Police SEF, the Strategic Engagement team are also finalising recommendations for the overview report into “Understanding Local Policing Models in Practice”.
- The team have researched good practice in both national and international policing forces and are now refining their list of recommendations. This work aims to provide additional evidence to support the development of local policing models in Scotland.
- Further to this, the Research and Insights team has started a review of academic research evidence into local policing models for supporting recommendations on good practice. SIPR is looking into further sources of evidence which the team are reviewing.



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Strategic Priorities

Public Safety & Wellbeing
Threats to public wellbeing are reduced by a responsive police service.

Needs of Local Communities
The needs of local communities are addressed through effective service delivery.

Confidence in Policing
Public and communities are engaged, involved, and have confidence in policing.

Positive Working Environment
Our people are supported through a positive working environment enabling them to serve the public.

Resilient & Adaptable Service
Police Scotland is a resilient, adaptable, and prepared for future challenges.

Operating Framework

Demand: Why we do what we do

Internal	Public	Planned	Emerging Threat, Risk & Harm
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Services: What we do in response to demand

Partnerships, Prevention & Community Wellbeing	Contact, Command & Control	Operational Delivery Response, Proactive, Community, Investigation
Criminal Justice	CID Intelligence Cyber	Planning and Operational Support

Enablers: Who we rely on

People	Processes & Procedures	Technology	Data
Fleet & Estates	Partners	Finance & Procurement	Transformation & Change

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People	Processes & Procedures	Technology	Data
Fleet & Estates	Partners	Finance & Procurement	Transformation & Change

Core:

Service Designers / Programme Managers / Business Leads / Support Services & Enablers

Guests:

Anyone can observe

There may be invitations based on the need for subject matter expertise input

Co-ordinate / Map Against Operating Framework

Explore, Build, Test

Plan

- Service focus - operational and tactical discussions and practical work
- Cross programme working
- Corporate support services engagement and involvement
- Operating framework mapping
- Idea generation / challenges / problem solving
- Testing and prototyping
- Systems thinking
- Generates output for the SDF

Core:

DCCs / ACCs / Directors

Guests:

DCCs may want to observe specific sessions (topics will be circulated at least a week prior to the session)

There may be invitations based on the need for subject matter expertise input

Review operating framework activity

Discuss SDH output

Decision Making / Prioritisation

- Strategic service focus
- Discussions, ideas and innovative thinking
- Review outputs from SDH
 - Problems / challenges
 - Prototype / testing reviews
 - Blueprints / EBTs
 - Key decisions required
 - Prioritisation
- Operating model impacts and potential decision making
- Feed back / task SDH
- Escalate / inform SLB

EBTs at a glance

People Stakeholders involved in an EBT

Enablers

- Facilitators
- Service Design Hub
- SMT & executive
- Divisions & departments
- DPU, SI&E, CI, SWP
- Partners

Participants

- Practitioners (internal & partners)
- Guest speakers
- Users/user representatives
- Interested people with an open mindset



Users

- Public
- Partners



Environment

The EBT space

Location

- Space to move around
- Walls to stick stuff up
- Multiple small tables



Equipment

- Post-its, pens & paper
- Time timers
- Prototyping materials
- Screen for slides/video



Risk

- People can't attend
- Outputs aren't viable or accepted

EBT
Explore-Build-Test

Information

- User research insights
- Participants' knowledge
- Police Scotland data
- Secondary research via the intranet & internet
- Guest speakers & contacts

Mission Aims of an EBT

To work on problems together with the people they involve, deepening shared understanding and developing tangible ideas to take forward together.

Activity Work to deliver the mission

Understanding



Ideating



Prototyping



Testing



Collaborating ~ Presenting ~ Reflecting ~ Iterating

Demand Why do we need EBT?



Traditional project methods take a long time

Action has been put off or ignored



Things are

- messy
- uncertain
- dynamic
- interconnected
- involve a diverse group of people

Benefits Outcomes and products



- Relationship building
- New insights
- Pain points
- How Might We Opportunities
- Next steps
- Developed & tested ideas
- User journeys (left)

Cost

- Accommodation & Travel
- Equipment
- Food



healthy snacks



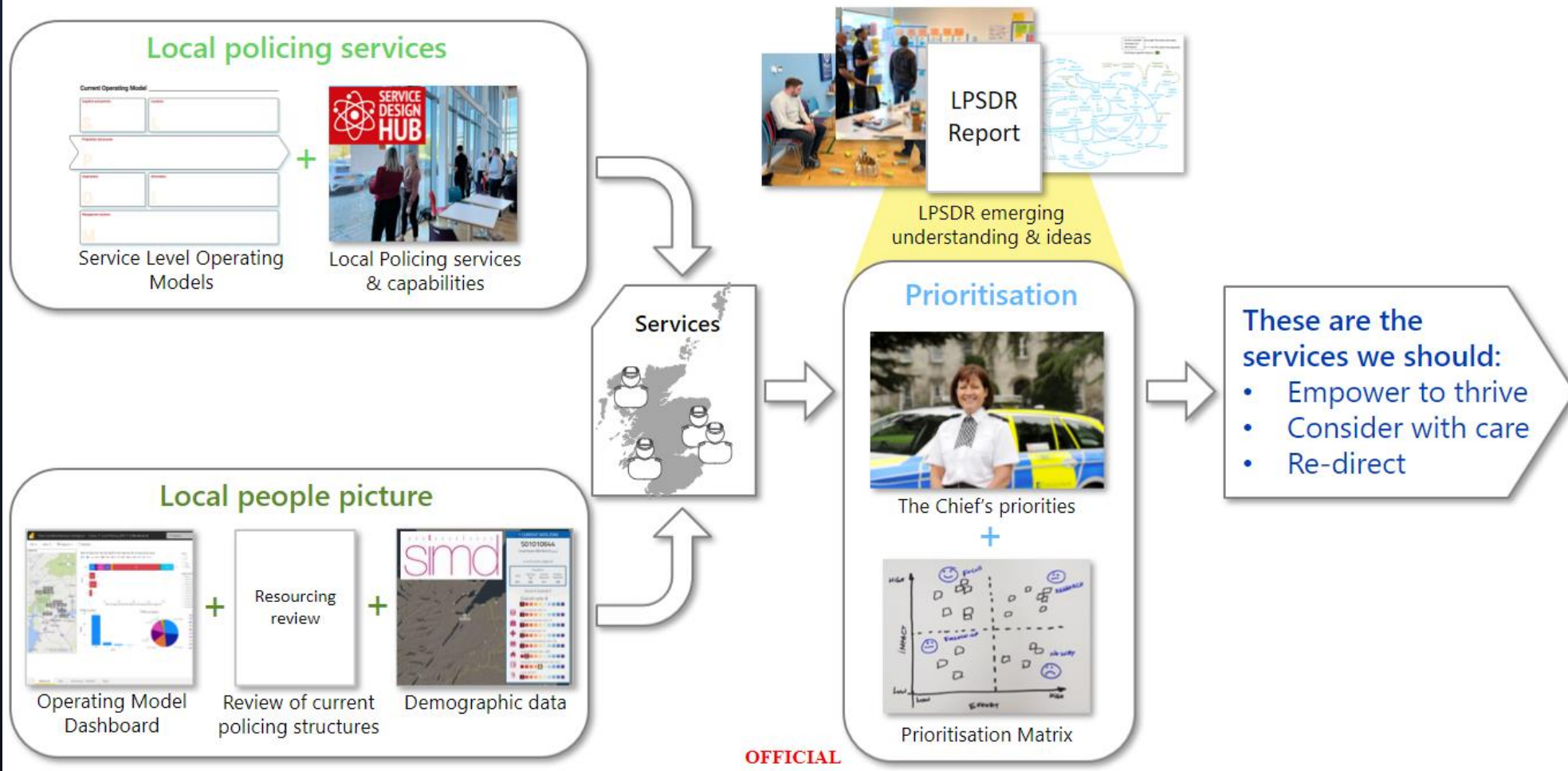
sweet boost

Next Steps – Financial Settlement

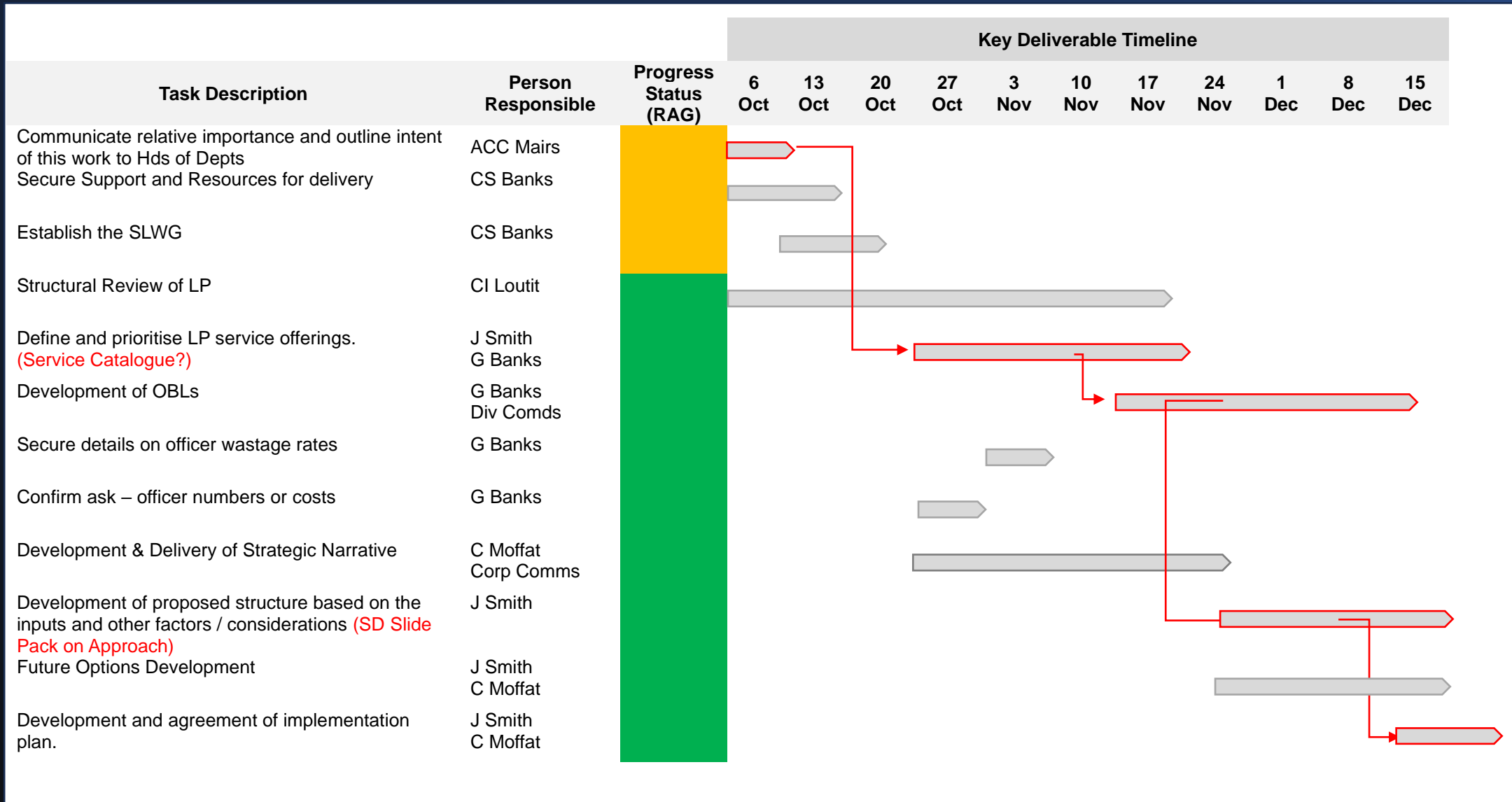
- The next few months will be vital for the success of LPSDR. The budget allocation will present the organisation with some challenging decisions to make however LPSDR will provide a means to shape some of those decisions.
- Work has commenced to expedite key pieces of work to support and inform decision making in terms of the Current Operating Model (COM) in the short – medium term, including a divisional structure review, accelerated activity to develop more accurate and effective Operating Base Levels (OBLs), and mapping of activity and services which can be categorised in terms of must do, should do, could do and would do.
- A plan to coordinate this work within the governance of LPSDR has been approved and work will continue during the remainder of this calendar year
 - **Phase 1 (October 23):** Planning & Resourcing: With work commencing immediately led by the core team, more scoping work will be undertaken to better understand the scale of the proposed work and to identify and secure the necessary resources required.
 - **Phase 2 (November 23):** Understand: This phase will see the defining of the structures of a Divisional model and agreement of Operational Base Levels (OBLs). During this phase, Impacts, Costs and Benefits will also be documented and a Communications Narrative agreed with Corporate Communications.
 - **Phase 3 (November/December 23):** Develop: Options will be fully developed and brought into Governance.
 - **Phase 4 (December 23):** Presentation of Findings: Finalised options will be brought to SLB for approval.
 - **Phase 5 (Onwards):** Implementation: Approved plan will then be implemented and delivered.

Next Steps

If we know what **services we are providing**, by **how many people and where**, we can **identify services to purposefully re-direct** and **reduce spending meaningfully**.



Draft – Timeline



Next Steps

The Programme Brief (often referred to as a *first draft Business Case*) will seek to validate and build on the current mandate and provide evolved thinking on several programme areas.

A draft of the LP SDR Programme Brief has been socialised internally for refinement and development.

Intent is to bring the Programme Brief to Governance early in the New Year.

