

Meeting	Authority Meeting
Date	25 August 2021
Location	Video Conference
Title of Paper	SPA Oversight of Change in Policing
Presented By	Barry Sillers, SPA Deputy Chief Executive, Strategy and Performance
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to document and highlight the SPA Board and Committee coordinated activity associated with the oversight of the content, progress, pace and impact of transformational change to support the continuous improvement of policing in Scotland.

1. BACKGROUND

In February 2020, the SPA Board approved an approach to the oversight of transformational change across policing, in support of progressing toward the outcomes laid down in the Strategic Police Plan and Forensic Services Strategy. It was agreed that a series of formal updates on change be submitted to the SPA Board in public session on a 6-monthly basis, featuring reports prepared by Police Scotland (PS) and Forensic Services in a format agreed with the SPA. The last Report was considered by the Authority in February 2021.

2. OVERSIGHT OF CHANGE AND MEMORANDUM OF UNDERSTANDING

The Authority's approach to the oversight of change is focused on the widest possible interpretation of change across infrastructure, technology, people, practice and operational policy; and continues to be delivered in partnership with Police Scotland and Forensic Services. This partnership approach has benefited from early engagement between the Authority, PS and Forensic Services on a number of key business cases and change initiatives which have a high degree of public interest.

This ethos of early supportive engagement, to ensure both transparent and informed public debate and widen understanding of policing challenges and proposed responses, has been formalised through the commitment from the Chief Constable and SPA Chair expressed in a new Memorandum of Understanding (MoU) developed jointly by the Authority and PS. This MoU commits to ensuring early collaboration on the development of public facing engagement to explain the context of the challenge and response proposed via new and emerging strategy, policy or practice under consideration by PS.

The Authority's main focus will be on examining the balance between citizen privacy and citizen safety inherent in these changes and to ensure the proportionate consideration of equalities, human rights and ethical issues where the issue will have a significant impact on public perceptions of, or confidence in, policing. It also seeks to ensure the intended benefits to citizens of any new and emerging strategy, policy or practice are clearly set out and communicated in the context of the challenges faced by the policing system in protecting the safety and wellbeing of communities.

The following sections summarise the key change oversight and continuous improvement support activities carried out through the Authority and its Committees, Oversight and Assurance Groups since the last report in February. This report concludes with a look forward to the

next 6 to 12 months, with a view to once again reporting progress in February 2022.

3. PRIORITY DELIVERABLES FOR THE PREVIOUS 6 MONTHS

The February 2021 Report specifically highlighted a number of areas of focus for the last 6 months.

Roll out of Body Worn Video (BWV) – Armed Policing

The SPA, through both Members and Officers, have supported and helped shape the comprehensive approach to partner and public communication and engagement through the development of the full business case (FBC) for the roll out of the Armed Policing: Body Worn Video Project. This joint approach, which demonstrated the ethos described in the aforementioned MoU, provided additional assurance to SPA Members during consideration of the FBC as it progressed through Resources Committee and the SPA Board. This in turn allowed the FBC to make timely progress to contract award, with a high degree of confidence given to Members that BWV will be in place for armed officers at COP26 later this year.

This close engagement has also helped establish a foundation of expectations for levels of assessment, communication, engagement and hence assurance required for any national rollout of BWV, particularly in the areas of equalities, human rights, privacy and ethics.

Cyber Strategy Implementation

The Police Scotland Cyber Strategy was approved by the SPA Board on 30 September 2020. A subsequent Cyber Strategy Implementation Plan was presented to the SPA board on 24 March 2021 for discussion. Members noted the update and sought assurances in regard to funding and financial detail in the paper.

The implementation of the Cyber Strategy is still at an early stage however there are now robust and comprehensive first and second lines of governance and assurance for the Programme in place within PS. It is anticipated that a number of Business Cases will be developed to deliver the Cyber Implementation Plan and these will require to be examined by Resources Committee and the Authority in due course. The SPA will seek to ensure, in line with the expectations set out in the MoU, that Police Scotland engage with the public and partners where appropriate to ensure the considerations that have taken place with regard to the potential impact on human rights, privacy and ethics of any change initiative are clearly articulated and widely understood.

Recognising the public interest in Cyber Crime the Policing Performance Committee will seek regular updates on the Cyber Strategy Implementation and a report is expected at the next committee on 1 September 2021. This will include an update on the implementation progress to date, emerging resourcing requirements and the approved governance structure including the establishment of a Professional Reference Group.

Data Ethics

In the context of policing, data driven technology falls into the categories of Artificial Intelligence (AI), Biometrics and Digital Forensics. Police Scotland is currently developing its foundational Data Ethics Strategy. The early progress on this developing strategy has been explored by members of the Audit, Risk and Assurance Committee.

In this area, public confidence is key and learning gained from recent data driven initiatives, such as Telematics and Digital Triage Devices, as well as studying international best practice, will be key in informing the strategy as it develops. The Data Ethics Strategy will be presented at a future Authority meeting.

Carriage of Naloxone – Test of Change

The Police Scotland 'Test of Change' for the carriage of Naloxone commenced in early March 2021 and is due to end on 31 October 2021. Positive initial outcomes have been indicated and reported in the media. Arrangements are in place for a post-test independent evaluation led by the Scottish Institute of Policing Research (SIPR), which will support decision making on the future of this initiative.

As at August 2021, approximately 6 months into the test of change, 790 police officers have been trained; and Naloxone has been administered on 34 occasions. These early results are encouraging and the Authority awaits the results of the formal evaluation which will allow Police Scotland to develop detailed next steps on how this activity can potentially contribute to reducing the number of drugs deaths in Scotland.

Criminal Justice Reform Programme (CJ Reform)

In support of the Criminal Justice Reform Programme, the Authority discussed the Digital Evidence Sharing Capability (DESC) Programme FBC and approved the accompanying Memorandum of Understanding coproduced by the Scottish Government (SG), PS, SPA and other partners. This process now moves on to focus on the arrangements for the future novation of the contract from the SG to the SPA with PS as lead delivery partner.

The Authority will in due course be asked to approve any future contract novation having considered that assurances on financial risk, programme delivery, clear arrangements for data protection, liability and governance are in place and that the programme represents best value and is in the public interest.

Transforming Corporate Services (TCSS)

Enabling projects, such as e-Recruitment and Electronic Document Recording Management System (EDRMS), continue to develop within PS internal governance following agreement of respective Business Justification Cases.

As noted in the recent [HMICS Assurance Review of Police Scotland demand analysis and management](#), 'demand data and analysis are vital for making informed plans for resources and budget, ultimately ensuring that resources are deployed to best meet the needs of the public'. The Authority, through the Policing Performance and Resources Committees, recognises the progress made by PS in this area and continues to support the further improvement which will enhance and inform resource allocation, strategic workforce and medium term financial planning processes.

4. SPA AUTHORITY MEETINGS

Over the last 6 months, the Authority has considered and supported the Cyber Strategy Implementation Plan, and the PS Environmental Strategy. Both strategies were developed in line with the design-led approach to transformational change, and are aligned to the outcomes in the revised Strategic Police Plan (SPP) (2020).

This design-led approach has been recognised and welcomed by Members, in particular as it provides strategic context and a supporting narrative to articulate the coordinated strategic impact and contribution to the SPP 2020 outcomes designed from the outset in each programme and project.

The Authority has supported the development of Police Scotland's new International Academy, and welcomed its introduction. The Authority considered Police Scotland's revised International Development Strategy at the [June](#) public meeting and endorsed the strategic aim to provide a world class service to enhance policing nationally and internationally through partnerships, learning and innovation.

In support of the delivery of the Estates Strategy, the Authority considered and agreed the FBC for Estates Transformation to allow feasibility and detailed design work to be carried out on (circa) 30

projects to maintain momentum and build further projects which will contribute to the delivery of this long term strategy.

Positive environmental impact sit at the centre of both the Estates and Fleet strategies and the Authority has supported and approved contract awards for more than £25 million to help achieve progress toward the ambition of being the first emergency service in the UK with a fleet of [Ultra-Low Emission Vehicles](#).

5. THE SPA COMMITTEES

A focus on supporting the development and delivery of impactful change within the policing system is the common purpose across all of the Authority's Committees. The section below gives a summary of the key issues and areas which have been subject to both challenge and support in order to promote continuous improvement across the policing system since February 2021.

Resources Committee

As the primary forum for consideration of business cases before recommendation to the Authority, detailed scrutiny was given by the Committee to the Estates Transformation, DESC and Armed Policing BWV FBCs, whilst initial business cases and updates were provided in relation to the Contact Engagement Resolution Project (CERP) and the UK-wide Emergency Services Mobile Communications Programme.

Budget

A pivotal area of detailed consideration, examination and advocacy for the Resources Committee, and one that has significant implications for the transformational change portfolio, is the SPA national policing budget. The Committee has, over recent years, provided considerable support to the Policing submissions for spending reviews and budget setting processes, playing a central role in ensuring that the arguments being made were robustly evidenced and clearly articulated. At the beginning of this reporting period, the Committee considered and welcomed the SG announcement of a balanced budget.

Criminal Justice

In addition to the exploration of the DESC Programme the Committee has discussed the Rights and Justice Legislative Programme, where the Committee has given detailed consideration to, and provided advice to strengthen, the FBC for the Age of Criminal Responsibility Act, to ensure

that the significant operational activity required can be balanced with the timescales set by SG.

Benefits Realisation

The Resources Committee has continued to provide the forum for the examination of Transformation Programme Benefits through the tracking of projections and actual benefits achieved against extant business cases. With the process of benefits calculation and reporting being examined and validated by HMICS in a recent report, the Committee will continue to monitor whether projects are progressing relative to the projected timeline and intended benefits within the original business case.

Policing Performance Committee

The SPA continue to take a public interest approach to ensuring that both new and existing technology and approaches used in policing are proportionate, explainable and that full consideration is given to ethical, human rights, privacy and equalities implications and that mitigating action is taken if necessary.

Over the last 6 month period the Policing Performance Committee has considered several new and emerging technologies including Remote Piloted Aircraft Systems (more commonly known as drones), Digital Triage Devices, Tasers and Body Worn Video. The oversight activity carried out at Policing Performance Committee has led to refinements in approach and practice and the development of codes of practice and data collection and publication processes, all of which contribute to the development and maintenance of public support for and confidence in policing.

Remote Piloted Aircraft Systems

Police Scotland have provided consistent public assurance at the Policing Performance Committee that drones will not be used to undertake covert activity. Members also requested the preparation of a Code of Practice for the deployment and use of drones by Police Scotland to support the operational deployment of these assets and to provide clarity to the public on the benefits of their use. This document was presented to the Policing Performance Committee in June 2021 for endorsement and has since been adopted by Police Scotland.

Digital Triage Devices (Cyber Kiosks)

In the last six month period the Policing Performance Committee has been presented with an evaluation report on the rollout and use of digital triage devices by Police Scotland. Members requested that PS address the lack

of current published data on the improvement in 'time to return a device' to a citizen, as this was seen as the major benefit of the adoption of the kiosks. A one off report was produced by PS and a commitment made to drive toward routine reporting of this information as soon as possible through revised management information.

Body Worn Video

The Policing Performance Committee has undertaken significant supportive oversight activity in relation to the roll-out of Body Worn Video to Armed Police Officers. Most recently, Members have welcomed the comprehensive and inclusive communication and engagement process carried out in support of the development of the proposed procurement and implementation, including wide-scale public surveying and consultation. Members have recognised the improvement in transparency, both in terms of increasing accountability and protecting officers and the public. Furthermore, the committee has sought assurance that specific performance measures will be developed and reported in order to evidence the planned positive impact of the use of body worn video. The Policing Performance Committee will continue to support Police Scotland in the preparation of the proposed future national roll out of body worn video solutions.

People Committee

In response to the Authority's growing focus on wellbeing, equalities, diversity and inclusion, which was previously under the remit of the Resources Committee, the Authority has established a dedicated People Committee. The SPA People Committee met for the first time on 27 May 2021. The creation of this committee demonstrates a diverse and flexible approach to the oversight of change. The purpose of the People Committee is to provide oversight, review and assurance to the Board on all significant workforce matters relating to the Authority and Police Scotland, including providing advice, guidance and support on the development and implementation of workforce strategy and policy.

The People Committee will be a key mechanism for the oversight and review of change elements that will have an impact on the workforce and will have clear links to and coordination with the Policing Performance Committee and Resources Committee, to provide a coordinated and proportionate approach to the strategic oversight of change across the policing system.

Forensic Services Committee

The Forensic Services Committee maintains oversight of capacity and capability to deliver progress in relation to transformational change within Forensic Services.

The Forensic Services 2026 Operating Model FBC was considered by the Committee in February 2021, which identified further refinement was required in order to secure final approval from the Authority. A subsequent updated FBC was brought to the Committee on 19 April 2021. The Committee focused on the importance of ensuring that appropriate engagement was underway with the workforce and workforce representatives. Members also committed to review future oversight and governance arrangements for the Programme.

The Committee has also provided supportive feedback and oversight of the Access to Scenes Business Case, Access to Laboratories Business Case and a Core Operating System Initial Business Case.

The Committee and its members have continued to guide and oversee the operational deployment of legislative changes in drug driving, and the impact on resources driven by demand.

The Committee continues to oversee the development and delivery of the Forensics Services 2026 and the developmental review of the approved strategy to ensure ongoing alignment to the Strategic Police Priorities, the Strategic Police Plan and the Scottish Government's Strategy for Justice.

Audit, Risk and Assurance Committee

Through the design, commissioning and implementation of the Authority's Internal Audit Plan, and by seeking assurance and collecting evidence through other assurance reports in accordance with the SPA Excellence Framework, the Committee makes a key contribution to promoting, supporting and tracking continuous improvement in the policing of Scotland.

In the last 6 months the Committee has overseen the completion of the 2020-21 internal audit plan and has maintained momentum with the 2021-22 plan gaining approval from the Board. The annual internal audit planning cycle takes cognisance of risk, emerging issues, change projects and assurance provided by other inspection bodies.

Internal audit reports considered by the Committee over the last 6 months, include Performance Management, Payroll, Non-Pay Expenditure, and Home Working Security.

All of these reports drive a series of management actions which address areas of improvement in the area audited. Committee considers the

proposed management actions to take assurance that the actions will generate the required improvement in a reasonable timescale and then continues to track the delivery of the management actions against the agreed timescales.

The Audit, Risk, and Assurance Committee also continues to take the lead on driving improvement through the oversight of actions to address external recommendations on the SPA, Police Scotland or Forensic Services resulting from inspections and audits from external regulators and inspectorate bodies, such as HMICS and the Information Commissioner. The Committee has sought to ensure there is appropriate assessment and prioritisation of recommendations from external bodies and have also sought to understand in more detail the outstanding HMICS recommendations specifically relating to Custody. The Committee welcome the enhancement whereby priorities are categorised on a risk basis which helps focus actions to optimise the positive impact on policing performance.

In the next reporting period the Committee plans to consider reports, in line with the internal audit plan, relating to Staff Pay and Reward Modernisation (SPRM), Estates Management and Strategic Planning.

Oversight, Assurance and Working Groups

Within its spectrum of governance and assurance mechanisms, the Authority can establish additional forums to provide direction, challenge and support to promote impactful changes in policing. A number of these limited scope, temporary or short life forums have been running within the Authority in areas that will effect significant improvements in policing.

Contact Assessment Model (CAM) Oversight Group

At the most recent CAM Oversight Group meeting, members noted that the CAM implementation programme was at an end, and that CAM has been mainstreamed into the business as usual approach with routine mechanisms for quality assurance and performance monitoring in place.

26th Conference of the Parties (COP26) Oversight Group

Whilst the operational changes required to ensure the successful delivery of COP26 are not permanent changes to infrastructure, resource, or operational practice or policy, the change methodology of assessing requirements, planning delivery and implementation and learning lessons through review are equally applicable to PS preparations for COP26. The Oversight Group, chaired by Tom Halpin, has continued to focus on the agreed remit which covers three key areas:

- recovering full costs for Scottish policing, so there is no detriment to the policing budget;
- that the impact on day to day policing for communities is mitigated; and
- that staff and officer health, safety and wellbeing are fully considered.

Assurance has been sought and obtained in a number of critical areas including:

- Testing and Exercising – Assurances have been provided around the multi-agency Integrated TER Programme which will continue to ensure where threats and risk to security have the potential to arise, mitigating actions and training are in place.
- Criminal Justice and Custody - The Group has sought assurances around children in custody and weekend courts.
- Finance and Budgets - Baseline planning assumptions have been confirmed, and operational changes will continue to be monitored, while assurances have been provided by PS and the Scottish Government on the ongoing financial principle of 'no financial detriment or gain'.
- Legislative Powers - Members have been assured that the currently available legislation remains sufficient for a safe and secure COP26.
- Technology Deployments - Aviation safety and security preparations have been considered in detail.
- Maintaining Business as Usual and Communications - Police Scotland has given comprehensive updates on plans to engage with the public and partners to provide reassurance about the potential impact of the event on local communities; the mitigating structures, processes and actions being put in place to ensure that 'business as usual' activities continue to be delivered.
- Mutual Aid - Engagement continues with National Police Operations and Coordination Centre (NPOCC) to support the mutual aid deployment from Home Office of up to 7,000 Officers from police forces across the UK to safely deliver the policing operation.

Aligned to the work of the Oversight Group, HMICS has provided an assurance that Police Scotland demonstrate comprehensive planning for COP26 and that effective foundations have been laid for the coordination,

management and mobilisation of resources. HMICS found that the strategic leadership and direction is clear and that effective oversight arrangements are established.

The Authority also values the external assurance provided by the Metropolitan Police Service in relation to COP26, and the additional insight into human rights issues through the work of the Independent Advisory Group on COP 26, chaired by John Scott QC.

6. EXTERNAL AND INDEPENDENT SUPPORT FOR OVERSIGHT

Through its Excellence Framework the Authority has in place a proportionate and systematic approach to assessing and correlating assurance activity across progressive levels. This approach both enables and requires the Authority to seek assurance from across the wider assurance landscape.

HMICS Reviews

Analysis and Demand

The HMICS [Report](#), published on 29 June 2021, recognises the significant efforts that Police Scotland has made to develop its understanding of demand as well as identifying some areas for improvement. The Authority has continued to examine the ongoing work to develop the maturity of the products from the demand and productivity unit in relation to articulating the growing demands on policing, whilst tracking the delivered increases in operational capacity available to our communities through the transformation portfolio. The relevant Committees will now focus on examining how the delivery of additional capacity in terms of officer time, translates into tangible benefits to local communities and allows the service to meet rising demand. The Resources Committee will also consider a future Business Case on enhanced capacity and capability within the Demand and Productivity unit in Police Scotland. The SPA recognises accurate current and informed future predictions of demand information to be a foundational building block of future strategy, practice, policy or change initiatives so that future capacity and capability are focused on meeting the assessed needs of communities and citizens.

Benefits Realisation

The HMICS [Report](#), published on 22 April 2021, recognised that the SPA and Police Scotland governance arrangements had matured significantly in terms of governance over the transformation process and recognised that Police Scotland had made significant improvements in benefit management and reporting from 2020-21 onwards. HMICS also

recognised a number of areas for improvement including the veracity of benefit projects, inconsistencies in adherence to good practice and a lack of clarity on a pipeline of benefits that are to be expected to meet future requirements of the service.

COP26

The HMICS [Report](#), published on 24 June 2021, has provided independent assurance to the Authority aligned to the three themes within the Oversight Group Terms of Reference (operational and financial planning; staff wellbeing; and business as usual capacity) and a fourth assurance in relation to an external peer review conducted by the Metropolitan Police Service (MPS). In their report, HMICS made reference to 31 areas of development, which continue to be monitored through the Oversight Group.

In addition, the Metropolitan Police Peer Review, briefed to Authority Oversight Group Members, also provided a 'strong level of comfort' to the SPA.

Relevant Internal Audit reports have been published in two key areas: Assurance Mapping and Budget and Cost Allocation Model. Management Actions are now in place for each of the recommendations and will be monitored through the Oversight Group.

7. LOOK AHEAD TO THE NEXT 6-12 MONTHS

Despite the challenges imposed by responding to the COVID-19 pandemic, the pace of planned change delivery in policing in the past six months has been considerable. The upcoming COP26 has been recognised as a significant time of operational pressure and the pace of the change portfolio has been adjusted accordingly during this period. Subsequently the following areas are planned to be the key change and improvement areas for support and oversight for the Authority in the next 6 to 12 months.

Ongoing implementation of the MoU

As authorised by the Chief Constable and SPA Chair the MoU commits to ensuring early visibility and oversight of any new and emerging strategy, policy or practice under consideration by PS. The Authority's main focus will be on identifying and supporting Police Scotland to manage the communication and engagement with the public and partners on equalities, human rights, privacy or ethical issues raised. The public debate promoted is designed to increase understanding and have a positive impact on the public perceptions of and confidence in, policing. It

also seeks to ensure the intended benefits of any new and emerging strategy, policy or practice are clearly articulated by Police Scotland to the public and partners.

The process and implementation of the MoU will be monitored closely by the SPA and reviewed at timely intervals over the next 6 to 12 months to ensure it delivers on its original intention of ensuring early engagement and provides the appropriate opportunities for public discussion, local engagement and formal oversight and review.

Cyber Strategy Implementation

As noted previously it is anticipated that a number of Business Cases will be developed to deliver the Cyber Implementation Plan and these will require to be approved by Resources Committee and Authority as per Financial Regulations. Due to the strategic importance of and public interest in Cyber Crime, the Policing Performance Committee will continue to review regular updates on the Cyber Strategy Implementation and a report is expected at the next committee on 1 September 2021. The SPA will seek to ensure, in line with the expectations set out in the MoU, that Police Scotland engage with the public where appropriate and that the potential impact on human rights, privacy and ethical considerations of any change initiative is fully understood.

Digital Evidence Sharing Capability

Following the future award of a contract by SG for the DESC programme, a proposal will require consideration by the Authority, for the novation of the DESC contract to the SPA from SG. To this end it is anticipated that a full transitional Novation Plan for the contract will be forthcoming to the Authority at a future date, likely to be in the next 6-9 months. This critical part of the programme delivery will continue to require the engagement of the Authority to ensure the levels of assurance required to agree the novation, while protecting the interests of the policing system.

Contact Engagement Resolution Project (CERP)

The CAM project established a number of new capabilities and resolution options for Police Scotland through the implementation of THRIVE assessments at first contact, most notably Resolution Teams (RTs) to resolve or refer incidents remotely; the Mental Health Pathway (MHP), a referral pathway to NHS 24; and the establishment of local policing appointments to schedule demand away from peak periods and improve services to the public. CERP aims to build on these capabilities and procedures to further improve outcomes for the public and reduce Local Policing demand through greater efficiency in how RTs operate. The SPA will keep the proposed benefits of CAM under review in terms of call

handling performance and is expected to receive a paper on this at the Policing Performance Committee on 1 September 2021. The Full Business Case for the Contact Engagement Resolution Project will be considered by the SPA in due course.

Transforming Corporate Services (TCSS)

In this year there will be additional phased tactical projects and solutions which align to the overall aims of TCSS. The SPA has considered Electronic Document & Records Management System (EDRMS) and E-Recruitment solutions. There are future plans, under TCSS, for the re-design of the Analysis and Performance Unit and 'Middle Office'. The Full Business Case for the Analysis and Performance Unit Redesign is expected in the next 6 – 12 months.

Unified Communications and Contact Platform (UCCP)

The UCCP will be a fundamental ICT Platform that supports Police Scotland's future approach to call handling and communication with the public. The Full Business Case is expected to be considered in the next 6 – 12 months.

Body Worn Video (BWV) – National

As planned, Body Worn Video will be rolled out to armed officers for COP26 and this will provide invaluable feedback learning and performance related information in order to assess a future national rollout of BWV. The SPA have established a foundation of expectations for levels of assurance required for any national rollout of BWV, particularly in the areas of equalities, human rights, privacy, public engagement and ethics. It is expected that an FBC and approach to BWV national will be presented at future Board and Committees.

8. SUMMARY AND CONCLUSION

This paper gives an overview of some of the key areas where the Authority has provided oversight of the delivery and considered the impact that transformational change, in the widest sense, has had on progressing the agreed Strategic Outcomes for Police Scotland and Forensic Services in the previous 6 months, with a forward look at those which will impact in the next 6 to 12 months.

The Police Scotland and Forensics Services' Change Portfolios continue to deliver benefits in line with the current planned and forecast levels, which are aligned to the Authority approved business cases and contribute to the approved strategic outcomes.

The response to the COVID-19 pandemic, and sustained public confidence in the Police Scotland approach, has demonstrated that the policing system has a depth of ability, flexibility and adaptability to deliver change at pace and at scale, with the resilience required to adapt to fast changing demand and operational requirements.

The continued strategic focus of the Authority's oversight is in taking an overall view of the progress toward the strategic outcomes in the Joint Policing Strategy (2020) and Forensics 2026 Strategy whilst recognising the critical interdependencies and impact these and other changes have on the successful development and iterative delivery of the Strategic Workforce Plan and Financial Plans.

9. FINANCIAL IMPLICATIONS

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.

10. PERSONNEL IMPLICATIONS

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.

11. LEGAL IMPLICATIONS

There are no direct legal implications associated with this paper.

12. REPUTATIONAL IMPLICATIONS

There are reputational implications associated with this paper. The Authority is itself subject to ongoing 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.

13. SOCIAL IMPLICATIONS

There are no direct social implications associated with this paper.

14. COMMUNITY IMPACT

There are no direct community impact implications associated with this paper, however the benefits associated with programmes of transformational change will have impacts beyond policing and are designed to benefit communities and citizen's safety and wellbeing.

15. EQUALITIES IMPLICATIONS

There are no direct equalities implications associated with this paper.

16. ENVIRONMENT IMPLICATIONS

There are no direct environmental implications associated with this paper however the impact of elements of transformational change will aim to support the Scottish Government environmental priorities.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.