

Meeting	Authority Meeting
Date	19 February 2019
Location	The Barracks, Stirling
Title of Paper	SPA Oversight of Change in Policing
Submitted By	Lynn Brown, SPA Interim Chief Executive
Presented By	Barry Sillers, Director of Strategy, Performance and Assurance
Recommendation to Members	Yes
Appendix Attached	LPP Example Proposed Board Reporting Format

PURPOSE

The Scottish Police Authority has a legal responsibility, set down in the 2012 Act, to support and promote continuous improvement in policing and to hold the Chief Constable to account for the policing of Scotland. The Authority must therefore provide oversight of the content, progress, pace and impact of transformational change in policing and how it is improving service to the public, and to do this in a visible and robust way.

This paper presents the results of a comprehensive review of the overall change portfolio and the processes already in place to provide oversight. It makes recommendations on an enhanced approach and is submitted for approval.

1. PURPOSE

- 1.1 The 2012 Police and Fire Reform Act (Scotland) requires the SPA to set the strategic direction for policing through the publication of a Strategic Police Plan, to support and promote continuous improvement in policing and to hold the Chief Constable to account.

The achievement of the outcomes set out in the Strategic Police Plan require positive action by Police Scotland 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 an improvement in the policing of Scotland. It is against this definition that the SPA has considered the delivery of the "oversight of change".

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 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.

- 1.2 The Board, most of its Committees, Police Scotland and Forensic Services leadership are already closely involved in many parts of the overall portfolios. Oversight of improvement delivering change is therefore already happening in many parts of our collective governance system. However, we need to consider if there are any gaps, whether any strengthening is needed and whether or not a further committee or working group will add value to the existing arrangements.
- 1.3 This paper summarises the results, conclusions and recommendations from a comprehensive review of the contents of the change portfolios and the governance arrangements already in place.

2. REVIEW APPROACH

- 2.1 The review has included a number of components:

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- Incorporation of relevant content and conclusions from the earlier work of the Transformation Working Group.
 - Identification of the existing components of the change portfolios and of the connections and dependencies between them.
 - Mapping and assessment of the existing change governance processes across Police Scotland, Forensic Services and the SPA, identifying any gaps or weaknesses.
 - Comparison with change oversight methods in a range of other organisations, both in and outside policing.
- 2.2 The approach has been collaborative, comprehensive, systematic, and outward looking. The review has been carried out by SPA staff, Police Scotland staff and the Strategic Coordination Unit and its conclusions have been tested individually with SPA Committee Chairs, with the SPA's Governance Development and Improvement Group and the Committee Chairs' Group.
- 2.3 The SPA Vice Chair has written to HMICS and Audit Scotland outlining the emerging approach and these stakeholders have been further involved in the process to develop this paper, where they have provided much welcomed, challenging but constructive and supportive feedback.

3. THE CHANGE PORTFOLIO

- 3.1 The current change portfolios are hugely diverse. Elements include major change programmes such as DDICT, Digitally Enabled Policing, Estates, Transforming Corporate Services, People Strategy and the emerging Strategic Workforce Plan. It also includes operational changes such as the Contact Assessment Model and Local Policing Programme. Forensics Services has its own change portfolio based on the delivery of the Forensics 2026 Strategy. 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.
- 3.2 There are also ongoing initiatives and improvements to enhance leadership and develop the capacity and capability to deliver and develop cultural change. To enable the more rounded oversight of the Transformation Portfolio, the Authority will also consider the less tangible areas of transforming a service such as the ability to anticipate public interest, the ethical consequences of new policies and practices and the demonstration of strong communication skills

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and stakeholder engagement, which are all necessary if other aspects of change are to be properly embedded and sustainable.

- 3.3 The review has identified around 50 components of improvement focused change across the system, all connected and interdependent. **Figure 1** summarises these and groups them into related themes. These components are at varying points on the improvement change lifecycle, some still under development, some in implementation and some now embedded into business as usual.

Theme	Oversight Coverage	Summary
Operational (30%)	PS Change Board SPA Committee/s: Resources SPA Board	Programmes such as Local Approaches to Policing which includes the Contact Assessment Model and Digitally Enabled Policing which includes Mobile Working.
Support (21%)	PS Change Board SPA Committee/s: Resources, Audit SPA Board	This includes the support services to policing and some of the enabling programmes such as commercial excellence and Transforming Corporate Support Services.
Technology (36%)	PS Change Board SPA Committee/s: Resources, Policing Performance SPA Board	Technology covers some of the key change programmes being planned and delivered across policing such as Digitally Enabled Policing and Cybercrime Capability
People (9%)	PS Change Board SPA Committee/s: Resources, Forensic Services SPA Board	The people element includes the development of leadership, the internal workforce mix, professional services and overall resource control.
Strategy, Planning and Processes (4%)	PS Change Board SPA Committee/s: Policing Performance, Resources, Forensic Services SPA Board	Overarching 'Serving a Changing Scotland' strategy and the underpinning strategies of ICT, Estates, Workforce. This covers the financial element including the budget and strategy approach, the 3-year plan, capital/revenue/reform breakdowns.

4. CURRENT OVERSIGHT PROCESS

- 4.1 There are currently five broad levels of change oversight within the policing system, 2 within Police Scotland, 2 in SPA and a further level of external oversight from, for example, HMICS and Audit Scotland:
- Level 1: Police Scotland project or programme level management.
 - Level 2: Police Scotland leadership oversight, for example, through the Portfolio Management Group, Change Board and Corporate Finance and People Boards.
 - Level 3: SPA Committee and Working Group oversight.
 - Level 4: SPA Board level oversight.
 - Level 5: External agency oversight.
- 4.2 Within Forensic Services a Programme Board has been established to oversee the delivery of the strategy and this is chaired by the Director of Forensic Services.
- 4.3 Within Police Scotland there are clearly defined governance structures, chaired by the Senior Responsible Owners (SRO) in level 1 and the Deputy Chief Officer (DCO) and Deputy Chief Constable (DCC) in level 2, in place to oversee the delivery of the Police Scotland Transformation Portfolio.
- 4.4 In addition to the ongoing internal monitoring and control of the portfolios within FS and PS, there are other mechanisms available to provide further depth to their assurance through the Gateway reviews, the Technology Assurance Framework (TAF) and the Digital First Service Standard Assessment all of which are utilised.
- 4.5 The Authority's oversight of change as a key role in governance must remain strategic in nature, adding value to the delivery of change, assessing at an organisational level the positive impact and keeping under review Police Scotland and Forensic Services' ability to deliver change. This is reflected in Levels 3 and 4 of current oversight and happens across the Authority's existing structure of Committees and Board. Other tools are available to the Authority to enhance oversight and provide further scrutiny as required, through the establishment of Short Life Working Groups (SLWG) as has been the case for the Contact Assessment Model, COP26 and Digital Forensics or through the commissioning of reviews through Internal Audit as has been the case for particularly complex business cases.

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The Authority also has the option of co-opting additional expertise or advisors when relevant and appropriate.

- 4.6 Some components of change will travel through all four or even five of these while others, depending on their nature and on delegation levels, will touch only parts of the system. In some cases, use is made of other mechanisms through external input such as reference groups and commissioned research.
- 4.7 The first phase of the Police Scotland strategy has focused on building the capability and capacity to deliver the required changes in policing.

Police Scotland have developed a Transformational Change Framework which was considered at the Change Board in September 2019. This framework seeks to describe change in Police Scotland in the same wide ranging definition as used in the SPA approach described in this paper.

Police Scotland also continue to develop a Target Operating Model aligned to the Strategic Police Plan. This is an organisational blueprint which spans the whole of Police Scotland and provides a design vision and a framework which supports strategic decision making. This tool highlights the interdependencies, strategic relationships and information requirements between the various elements allowing the delivery activities to be seen in context within the whole system.

As part of the actions following the approval of a revised Strategic Police Plan, which is due to be considered by the SPA Board in March 2020, will be a refreshed performance framework. This framework enables the monitoring and reporting of the progress to achieve the outcomes set out in the Plan, with a focus on demonstrating improvement through the analysis and presentation of evidence.

- 4.8 Forensic Services are currently building their capacity and capability and engaging a complement of change professionals.

5. COMPARISONS WITH OTHER BODIES

- 5.1 As part of this review the oversight mechanisms of a number of other organisations were considered: Scottish Fire & Rescue Service, Scottish Ambulance Service, Scottish Water, NHS Greater Glasgow and Clyde, Northern Ireland Policing Board and MOPAC:

- 5.2 Three main approaches were identified in those other organisations:
1. The use of a dedicated non-executive "Change" committee which reports into a Board of Governance.
 2. The use of a dual or multi-purpose non-executive committee which has change oversight within its wider terms of reference and which reports into a Board of Governance.
 3. The use of a number of specialised non-executive committees which when taken as a whole collectively oversee change and report into a Board of Governance.

The overall conclusion made through examination of these models is that there is no 'one size fits all' approach and the scale and complexity of the transformational change is a key factor in determining the extent of scrutiny undertaken by governance boards and the stage organisations are at on the journey of change.

- 5.3 Having considered the approaches used in other organisations it was concluded that the promotion of a change culture, across all the oversight activities of the SPA, through Board, Committee and other scrutiny mechanisms was the preferred model for the SPA rather than to use a single dedicated Change Committee.
- 5.4 It is recognised that enhanced oversight of change throughout the SPA scrutiny landscape, will require coordination through and across the Board, committee, oversight and working groups and that this change culture will need to be embedded in practice. Championing this culture is seen as one of the key priorities for the Authority with support from the SPA Executive.

6. CONCLUSIONS AND RECOMMENDATIONS

- 6.1 The review has concluded that, given the extent to which virtually all components of change are already subject to scrutiny, there is no requirement to establish an additional, single purpose SPA Committee. There is however a requirement to add additional capacity, depth and clarity to the existing approach.
- 6.2 **Recommendation One:** It is recommended that a formal, dedicated change oversight capability be established within the SPA Executive. This capability would be developed by a senior member of staff, supported by additional staff as required. Working from a strategic perspective this would complement the existing change structure that exists within Police Scotland and Forensic Services, as described in section 4. This function would seek to add value to SPA

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change oversight and not duplicate the internal programme management and assurance functions of Police Scotland or Forensic Services.

- 6.3 This new capacity would work closely with Police Scotland and Forensic Services, acting as an “intelligent client” by alerting them to reporting requirements, briefing on the content and format of reporting needs, challenging and supporting as information evolves, and supporting the Board in its scrutiny and oversight role, in particular through highlighting risks and identifying areas for further investigation.
- 6.4 It will also work closely with Committee Chairs, advising on agenda planning as the change programme develops, supporting Committees in receiving the necessary information and reporting from Police Scotland and collating Committee decisions and concerns for those parts of the change programme which fall within any particular Committee’s remit.
- 6.5 This type of capability would require a range of knowledge and competencies: a comprehensive understanding of the transformational change programme; an understanding of existing governance structures within Police Scotland and the SPA; the professional authority and credibility to enable constructive relationships with the Police Scotland and Forensic Services leadership teams, SPA Board and Committee members and other stakeholders; its own strong programme management skills; the critical faculties to challenge and question information; and the communication skills to contribute to the compilation of a coherent report to the Board in public session.
- 6.6 It has quite deliberately been described in generic terms, rather than as a particular number or grade of people sitting in a specific division of the organisation. This is to allow the current organisational design process to incorporate it in the most appropriate way, rather than to predetermine its size, level and location within the organisation.
- 6.7 **Recommendation Two:** It is recommended that the SPA oversight of change is provided through existing Committee and Board structures with minor amendments to the SPA Committee work plans and agendas to reflect the review findings. These amendments have been agreed with the relevant Committee Chairs.

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- 6.8 The review did not find any substantial gaps in relation to change oversight in Committee terms of reference which would require immediate action.
- 6.9 It will be important going forward that the Committees continue to make full use of the additional tools available to them, as described under section 4, to enhance their robustness in the oversight of change.
- 6.10 **Recommendation Three:** It is recommended that the existing practice of standing up short-life, task-specific working groups and external reference groups to oversee and advise particular components of change, such as the current CAM Oversight Group and Digital Forensics Working Group, should be part of the mix of oversight mechanisms used. Advising on whether and when such Groups are to be utilised will be within the capabilities required for SPA change oversight with recommendations made to the SPA CEO and Board.
- 6.11 **Recommendation Four:** It is recommended that as part of the SPA change oversight capability, a process for navigating emerging change proposals through the appropriate levels of governance should be established. This process would provide early sight to the SPA of emerging projects and will provide clarity from the outset to both Police Scotland and the SPA on the oversight/scrutiny path which these projects will follow through the relevant levels of governance. Its aims would be to improve the speed, consistency and efficiency of the oversight process, avoiding “double handling” and unnecessary information requests.
- 6.12 The process must be based on a clear set of criteria against which a judgment can be made consistently and transparently on the level of oversight required. A proposed set of criteria is summarised below.
- Business cases which call on Reform Funding;
 - Projects which form part of the critical path;
 - Investment proposals which require significant one off or ongoing capital or revenue funding;
 - Changes which may impact significantly on staff and/or officers;
 - Changes which may have impacts on local communities, geographic areas, or communities of interest;

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- Changes which may have significant political sensitivities and strong public interest;
 - Changes which may impact on other public sector services;
 - Changes which may impact on public confidence;
 - Changes which could reasonably be said to have 'strategic impact'.
- 6.13 The application of this process has been tested on the Police Scotland Local Policing Programme and this is presented in **Appendix One** to give an illustrative example.
- 6.14 **Recommendation Five:** As the Authority's oversight is strengthened and improved through early consideration, improved navigation through the Committees and Board and the utilisation of all mechanisms or tools at its disposal to engage in more in-depth scrutiny of distinct areas of change, it is also important to maintain the visibility and progress of change as it moves through its lifecycle. It is therefore recommended that a formal report on change oversight is submitted to the SPA Board in public session on a six-monthly basis, using reports prepared by Police Scotland and Forensic Services in a format agreed with the SPA. It is recommended that this first report be prepared for the August 2020 Board and then for each subsequent February and August Board.
- 6.15 There would also be a high level covering paper prepared by the SPA to advise and support the Board in identifying the key issues around risk, performance and programme management capacity. This would also include assessment of the contribution of the change programme to date to overall policing performance outcomes.
- 6.16 The six-monthly reports need to be accessible, promoting an informed public discourse on the objectives, progress and effectiveness of the change agenda and using a package of communication techniques, including for example the type of short video presentations recently used at Board meetings to illustrate progress with the Contact Assessment Model and Trauma-Informed Policing. A draft outline proposal for the reporting format is included at **Appendix Two**.
- 6.17 The Portfolio Management Group and the Change Board in Police Scotland meet on a monthly basis, the SPA Committees on a quarterly basis and the SPA Board considers policing performance on a quarterly basis. To allow sufficient time to discuss Change in

public at the Board it is considered that the six-monthly Change Report would best be taken in February and August to separate this report from the quarterly performance reports in March, June, September and December.

7. FINANCIAL IMPLICATIONS

7.1 There are no direct financial implications in this report, however the effective reporting of benefits derived from change play a major part in demonstrating best value.

8. PERSONNEL IMPLICATIONS

8.1 There are personnel implications associated with this paper, in that it may be necessary to recruit the proposed SPA Change Oversight capability.

9. LEGAL IMPLICATIONS

9.1 There are no legal implications associated with this paper.

10. REPUTATIONAL IMPLICATIONS

10.1 There are reputational implications associated with this paper in regard to the ability to be able to articulate publicly the impact and benefits of the delivery of the change agenda and the contribution that makes to the national strategic outcomes.

11. SOCIAL IMPLICATIONS

11.1 There are social implications associated with this paper in that some of the key areas of change will impact on the wider public and stakeholder groups with an interest in policing.

12. COMMUNITY IMPACT

12.1 There are positive impacts on our communities in the successful delivery of the key areas of change.

13. EQUALITIES IMPLICATIONS

13.1 There are possible equality implications associated with this paper in that breadth and depth of change has the potential to impact on wide ranging groups of people. It will be important that each

change is approached in a way that does not disadvantage any groups of individuals or sections of society.

14. ENVIRONMENT IMPLICATIONS

14.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

Members are requested to:

Approve the recommendations contained within this paper and agree the direction of travel for further strengthening the Authority's oversight of change.



Local Policing Programme – SPA Engagement & Oversight Matrix v0.3

Local Policing Programme

	INTERNAL BUSINESS MANAGEMENT (Level 1)			INTERNAL STRATEGIC OVERSIGHT (Level 2)			SPA COMMITTEE OVERSIGHT (Level 3)					SPA BOARD OVERSIGHT (Level 4)					FULL EXTERNAL REVIEW (Level 5)
	1A – Project Board	1B – Programme Board	1C – Management Boards (Business Cases)	2A – Primary Boards	2B – SLB	2C – Internal Assurance	3A - Formal Committee reporting	3B – Committee Sponsored Oversight Group	3C – Committee Sponsored Working Group	3D – Committee Sponsored staff briefing (e.g. Committee Members / Board Dev.	3E – Committee Sponsored Individual / small group interaction	4A – Formal Board reporting	4B – Board Sponsored Internal Audit Review	4C – Board Sponsored Commissioning of research, consultancy or advisory work	4D – Board Sponsored External Reference / Focus Group(s)	4E – Board Sponsored Direct interaction with External Audit / Inspection	5A – External Audit (e.g. HMIC(S), PIRC, Audit Scotland, Information Commissioner, Investigatory Powers Commissioners Office, Scottish Parliament, Local Scrutiny Board, Health & Safety Executive, Biometrics Commissioner
Contact Assessment Model Project	Yes	Yes	LPMB	CB			RC	Yes			CC Rep	Consider				HMIC(S)	
Digital Contact	No	Yes	LPMB	Consider CB			SPP		Consider		CC Rep			Consider			
Local Policing Development Project - Resource Allocation Model	Yes	Yes	LPMB	Consider CB			RC				CC Rep			Consider		HMIC(S)	
Mental Health, Vulnerability and Partnership Delivery	No	Yes	LPMB	Consider CB			SPP				CC Rep		Consider	Consider			
Review of Partnership Delivery Models	No	Yes	LPMB	Consider CB			Consider SPP				CC Rep			Consider			
Local Policing Communications and Engagement	No	Yes	LPMB	Consider CB			SPP				CC Rep						
Framework of Delegated Authority to Local Policing Command Teams	No	Yes	LPMB	Consider CB			Consider SPP				CC Rep			Consider			
North East Division Integration Project	Yes	Yes	LPMB	CB			RC				Consider CC Rep					HMIC(S)	
Volunteer Coordination Unit	No	Yes	LPMB	Consider CB			Consider RC				Consider CC Rep						

POLICE SCOTLAND GOVERNANCE	
SLB	Senior Leadership Board
LPMB	Local Policing Management Board
COSMB	Crime and Operations Management Board
CMB	Corporate Management Board
CB	Change Board
CFPB	Corporate Finance and People Board
ARB	Audit and Risk Board
ODB	Operational Delivery Board
RGB	Resource Governance Board

SPA COMMITTEE GOVERNANCE	
SPP	Strategy, Policy, Performance Committee
RC	Resources Committee
AC	Audit Committee
SPA	Succession Planning and Appts Committee
CC	Complaints and Conduct Committee
LACA	Legal Actions, Claims, Appeals Committee
FS	Forensic Services Committee

SPA BOARD GOVERNANCE	
ComC Rep	Committee Chair Report
CC Rep	Chief Constable Report

Appendix Two to SPA Board Paper on Oversight of Change

OUTLINE PROPOSAL FOR SIX MONTHLY REPORTING ON CHANGE

Quarterly Performance reporting to the Board lands in February, May, August and November. To avoid clashing with this cycle it is proposed that the 6-monthly report is scheduled in February and in August.

Underpinning this reporting cycle is the regular oversight as per the terms of reference for each of the SPA committees and as documented within the committee workplans. Also the dedicated working groups such as CAM oversight and Digital Forensics and the existing Police Scotland structure of governance.

It is anticipated that all the information required for a public change report can be drawn from a variety of *existing* sources.

As well as a written submission for the Board the proposal is to have presentations and input from a cross section of contributors, for example officers affected by change to stakeholders and partners but also the SPA Members as the overseers of change throughout the reporting cycle.

The key sections of the Board reporting session could include:

Section 1 – Summary of Key Decisions made by both PS and SPA

A summary report on any key decisions taken over the 6 month reporting period through the PS Change Board and the SPA Committees or Board.

This could include overview of:

- Key stop/go decisions
- Re-prioritisation of the portfolio
- Approvals for any material changes to Business Cases and the impact
- Setting up of additional oversight groups

Contributors: PS DCO, DCC Professionalism, Director of Forensic Services, Chairs of the SPA committees;

Section 2 – Progress report on Portfolio

This section would be a high level, strategic, outcome-focused summary across the components of the change agenda. It would bring together the work through the change portfolio, the underpinning strategies and operational policing changes, identifying challenges to delivery and highlighting the positive impact the change agenda is having on the contribution policing is making to national outcomes.

This section will give Board members the opportunity to oversee the pace of change and the coherent impact of change across the policing system, discussing any strategic risk and mitigating actions

Contributors: PS DCO, DCC People & Professionalism, Director of Forensic Services, SROs; SPA Board Members through support of short life working groups and partners in delivery;

Section 3 – Impact and Benefit Realisation

A high level summary of key benefits realised during the 6 month reporting period and the expected benefits during the following period – to give a consistency, flow and an audit trail to the reporting.

To demonstrate the wider reach of the benefits a number of contributors could deliver an update on what the change feels like for them. This reflects the language in the Strategic Police Plan and this could be done via short videos from stakeholders including operational frontline officers (example, Trauma Informed Policing or CAM); external stakeholders and partners who have been involved in the delivery of change.

A focused section on the benefits realised, in terms of productivity, increase in service quality or savings of a specific topic within the change portfolio which is in or could be in the public interest.

Contributors: DCO, DCC People & Professionalism, Director of Forensic Services, PS Director of Change, SPA Board Members (through wider engagement role); frontline officers; stakeholders and partners

Section 4 – Resourcing position

A high level summary of the current and forecast position across capital/revenue/reform funding. This would include any key movement of funding or be linked to the key decision making or prioritisation of the portfolio.

A summary status on the change investment to date and for the period, the budget allocations the impact of the spending review etc.

This section would also include the people resources, the pressure points or emerging issues. A summary status on the capacity and capability to deliver change (referencing the improvements being made through the people Strategy) and the ongoing/diminishing use of consultancy to bridge any gaps.

Contributors: DCC People & Professionalism, CFO, DCO, Accountable Officer, Director of Forensic Services, SPA Board Members

Section 5 – Communications and Engagement

This would provide a summary of the key change related communications and engagement through the 6 month period and a forward look to the planned engagement, consultations, surveys, communication events, launches etc.

It would provide an opportunity for the SPA to review the engagement undertaken over the period and some of the key messages or themes which emerged.

Build in how the insight from communications and engagement is being acted upon to make improvements across the full portfolio.

Contributors: DCC People & Professionalism, DCO, Director of Forensic Services, SPA Board Members

Section 6 - Forward look – Developing the Portfolio

A look ahead to key events, decisions and benefits expected in the next 6 month period.

Possible introducing some discussion and debate around the future direction of policing and external expertise and perspective (other forces/bodies having gone through transformation, industry, academia etc.). This would allow the Authority and Police Scotland to keep pace with changing attitudes or concerns or allow policing to adapt where appropriate and possible.

Also introducing any up-coming legislative or regulatory changes that will impact on the portfolio and any work that is being done in preparation for this. Include how this will figure in ongoing reporting.

Information Contributors: Chief Constable, DCC People & Professionalism, DCO, Director of Forensic Services, SPA Board Members

The output from all of the above sections provides an evidence base for the development of the Annual Review of Policing; for responses to Parliamentary questions; for HMICS reviews; for Audits

Note:

The full comprehensive range of change oversight should be able to test whether:

- 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.
- The change programme is sufficiently transparent both within the policing system and to the general public.
- There is sufficient programme and project management capacity to deliver the programme.