Justice Sub-Committee on Policing

Police Scotland’s digital, data and ICT strategy

Supplementary written submission from the Scottish Police Authority

Police Scotland’s proposed use of digital device triage system

Thank you for your letter of 15 May 2018 requesting additional information about Police Scotland’s proposed use of digital device triage systems (cyber kiosks) following my contribution to the Sub-Committee’s meeting on 10 May 2018.

Police Scotland trials and procurement of cyber kiosks

The decision to proceed with a limited trial of the digital device triage systems was taken by Police Scotland and I have no information on whether any aspects of the initial trial were reported to the Scottish Police Authority (SPA). As I indicated to the Sub-committee in my oral evidence, a briefing was subsequently given by Police Scotland to SPA Members in September 2017 on this and other elements of the Policing 2026 implementation plan. This provided an opportunity for Members to ask questions about the proposed use of the kiosks and to seek assurances. The SPA went on to approve a 3-year implementation plan at its meeting on 2 May 2018, which included reference to deployment of cyber kiosks. In my evidence I agreed to provide a copy of the Police Scotland presentation made to Members in September 2017 and this is attached at Annex A.

On procurement, decisions on procurement and expenditure take place within the agreed system of financial governance between the SPA and Police Scotland. Police Scotland can undertake purchases up to the value of £0.5 million without seeking the SPA’s approval, and the purchase of the ‘cyber kiosks’ fell within that category of expenditure.

Digital, Data and ICT Strategy

You asked how cyber kiosks fit into Police Scotland’s digital, data and ICT strategy. The Digital Forensic Infrastructure project, of which cyber kiosks are one element, was established to build a consistent framework of digital forensic services within Police Scotland. Cyber kiosks were identified as an important way of better equipping frontline police officers with digital technology which enables them to carry out their investigations more locally and more quickly, rather than having to send mobile phones and other devices to regional hubs for analysis. The wider context for this activity is the rapidly increasing scale of the public’s use of digital devices, and indeed of digitally-enabled crime and its increasing impact on citizens and to the economy.

The overall Digital, Data & ICT strategy will be discussed at the SPA Board Meeting on Thursday 31 May 2018. The strategy has identified 45 projects to improve Police Scotland’s capabilities, one of which is the Cyber Specialists Solutions project which includes multiple solutions and technologies intended to support crime investigation.
Cyber kiosks fall within this project. A link to the Police Scotland paper to the Board including the Digital, Data and ICT Strategy is included below:
http://www.spa.police.uk/assets/126884/441011/441165/475794/82026servingachingscotland

SPA Scrutiny and Oversight

A key element of the SPA’s Improvement Plan for 2018-19 relates to improving how the SPA’s Board and Committees work. This includes the SPA Board engaging at a more strategic level, adding value through its strategic scrutiny of the right issues at the right time, with Board agendas focussed on a smaller number of key issues which are of public interest. These might include the potential impacts and implications of policing decisions on communities of place and communities of interest, and ensuring compliance with relevant legislative and other requirements.

A more strategically focussed Board will require to be supported by Committees undertaking more of the detailed scrutiny and decision-making, some of which currently takes place at Board meetings. Given the increasing pace and scale of Police Scotland’s delivery of change programmes as part of Policing 2026, a paper to the SPA Board meeting on Thursday 31 May 2018 will propose flexing the SPA’s committee structure to strengthen its scrutiny of large scale change and transformation programmes, such as that for digital, data and ICT capability. More details of the proposals are available in the link below to the relevant SPA Board paper:
http://www.spa.police.uk/assets/126884/441011/441165/475794/11.1improvingspacorporategovernance

Together with building increased capacity and capability within the SPA’s executive team, these improvements will strengthen the SPA’s corporate governance and decision making processes in relation to proposals for change brought forward by Police Scotland as part of delivering our shared 10 year strategy ‘Policing 2026’.

Kenneth Hogg
Interim Chief Officer
5 June 2018
SPA Board Members Meeting

19th September 2017

3 year plan update
Agenda

10-11.30 - Overview of 3 year plan
11.30-12 – Digitally enabled policing (ACC Graham)
12-12.30 - Local Approaches to Policing (ACC Hawkins)
1-1.30 - Cyber (ACC Johnson)
1.30-2 - Corporate Services (Tom McMahon)
2-2.30 - Leadership (Ch Supt Gillian McDonald)
2.30–3 – AOB & next steps
Policing 2026
Implementation
September 2017

“Creating capacity to improve”
Context

• Policing 2026 is an ambitious 10 year strategy for the future of Policing in Scotland

• We recognise the scale of the implementation challenge

• Financial stability is a critical goal which will be enabled through delivery of our change projects, but is not the primary goal of the implementation plan

• Our focus is to improve service delivery, and enhance our overall policing impact in Scotland

• Our people continue to meet day to day challenges with professionalism and dedication – our plans will ensure the organisation further supports them in delivering across Scotland

• Alongside the 3 year implementation plan, we are developing aligned financial, digital and estates strategies.
First of 3 strategy delivery plans

Creating capacity to improve
Investing in areas that free up capacity & improve productivity so we can prioritise resource in operational and specialist policing. Early delivery of the 2026 Strategy.

Working smarter
Evidence and information led policing enables better decision making and innovation

Connected service
Now more fully integrated with our partners, communities will see a more joined up and connected service across Criminal Justice
## What will happen in Year 1: 2017/18?

<table>
<thead>
<tr>
<th>Programme/Project</th>
<th>What will be delivered by April 2018 (TBC)</th>
</tr>
</thead>
</table>
| Cyber                                  | • Cyber infrastructure - Cybercrime Hubs established in North and West & procurement of 40 Cyber kiosks enabling local triage of cyber devices  
                                           • Cyber capability - creation of first Police Scotland Cyber Threat Assessment & roll out of business and public awareness initiative begun                                                                 |
| Local Approaches to Policing (LAP) & THRIVE | • THRIVE approach defined and training in C3 Division started  
                                           • LAP - Establishment of Programme, first phase of programme prototypes in place & LAP design initial business case  
                                           • Initial taser roll out                                                                                                                                                     |
| Leadership                             | • Leadership Strategy and Workforce Plan agreed, initial leadership event(s) held (e.g. Engaging Leaders workshops & Leadership challenge sessions)                                                                                   |
| Digitally enabled policing             | • Mobile enablement approach agreed, and procurement underway  
                                           • Body worn video (BWV) – procurement underway (Firearms officers only)                                                                                                           
                                           • Unmanned Aerial Vehicles (drones) – initial roll out of 2 drones in the North of Scotland                                                                               |
| Corporate Services                     | • High level Target Operating Model and plan for implementation agreed. Short term business improvement initiatives started  
                                           • Interim Payroll Solution - consolidate the payroll facility from 20 to 7 systems  
                                           • National network & ADEL procurement complete & roll out begun  
                                           • Commercial excellence - Commencement of training programme, establish projects and deliver quick win initiatives (e.g. Travel, Energy, Fuel); Strategic waves 1 & 2 underway (e.g. Uniforms, Hard & Soft FM) 
                                           • Staff Pay & Reward Modernisation – job evaluation, options appraisal & pay modelling complete  
                                           • Additional transformation support and capability in place                                                                                                                  |
| ANPR                                   | • Contract awarded, start installation of in car solution & re-deployable cameras                                                                                                                                                       |
Strategic Objective: Improving public contact, engagement & service

Year 1: 17/18
- First LAP prototypes kicked off
- Thrive training commenced in C3
- Distress, Mental Health & Vulnerability partner engagement
- Short term custody improvements piloted (e.g. shift patterns, job desc., staffing model)
- Taser roll out

Year 2: 18/19
- Further prototypes & best practice extended
- LAP design complete
- Distress, Mental Health & Vulnerability training commences
- Extend Custody improvements nationally
- Custody & Productions strategic solution approved

Year 3: 19/20
- LAP model implementation
- Speed awareness course launch
- Productions & custody strategic solution starts implementation

Primary dependencies with other programmes/projects:
- LAP implementation likely to require ADEL/ National Network and data access/ entry to systems through mobile devices
- LAP, Custody & productions strategic models likely to require estates changes
- LAP & Custody design will inform requirements & implementation of Core Policing Systems integration
- Cyber infrastructure & training required for LAP implementation
- Full Taser roll out would benefit from Body Worn Video for officers carrying tasers
- C3 model likely to change as mobile access to information roll out
**Strategic Objective:**
Invest in our use of information & technology

<table>
<thead>
<tr>
<th>Digitally Enabled Policing</th>
<th>Policing systems</th>
<th>Integrated systems which enable single entry and access to operational information</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Mobile policing</td>
<td>Capture, access and input of information to core systems through mobile technology – start with camera &amp; sat nav, and increasing functionality over time</td>
</tr>
<tr>
<td></td>
<td>Body worn video</td>
<td>Body worn video to provide added protection &amp; evidence for officers, including back office management of data and interface with criminal justice partners</td>
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<tr>
<td></td>
<td>ESMCP</td>
<td>Replace Airwave system with Emergency Services Network</td>
</tr>
<tr>
<td></td>
<td>Data &amp; analysis</td>
<td>Data and information management plan and implementation</td>
</tr>
<tr>
<td></td>
<td>National network &amp; ADEL</td>
<td>Consolidate existing networks to a single, stable resilient network increasing capacity. Adel will enable authentication &amp; log on from any location</td>
</tr>
<tr>
<td></td>
<td>Unmanned aerial vehicle</td>
<td>Initial roll out of drone technology to support operational policing</td>
</tr>
</tbody>
</table>

**Year 1: 17/18**
- Mobile device & BWV (Firearms officers only) approach approved – procurement underway
- Agree appropriate model to increase ICT/ Digital capacity & capability

**Year 2: 18/19**
- Phased roll out of mobile devices (initially with camera & sat nav)
- Start gradual roll out of mobile apps
- Core policing systems model agreed & procurement underway
- BWV roll out (Firearms officers only initially)
- Phased roll out of national network & Adel
- Data & information management plan approved

**Year 3: 19/20**
- Core systems initial implementation
- Mobile input to initial core systems enabled
- BWV back office implemented & agreed processes in place with CJ partners
- Ongoing phased roll out of national network & Adel

**Primary dependencies with other programmes/ projects:**
- Core systems requirements & implementation dependent on LAP, Custody & Cyber future model definition and also Data & Information plan
- Mobile input of data dependent on core systems integration
- As initial mobile device hardware due for refresh – possible dependency on ESMCP roll out so can move to new devices
- Increased mobile usage and access to data impacts C3 demand and processes
- Mobile policing enables enhanced local approaches to policing model
- Full roll out of tasers will be alongside body worn video
## Strategic Objective: Enhance Cyber & Forensic Capabilities

### Cyber
- **Automatic Number Plate Recognition**
  - Enhance capabilities, coverage and intelligence through ANPR

- **National Cybercrime Infrastructure**
  - Finalise move to 5 cyber hubs, and implement supporting national ICT infrastructure. Roll out cyber kiosks, and begin process of establishing a multi-partner national cyber hub

- **Cyber Capability**
  - Further define and enhance our service delivery of cyber related crime – improving forensic ability, intelligence & analytics, prevention & the knowledge & skills of our people

### Year 1: 17/18
- Cybercrime threat assessment complete
- Procurement and initial roll out of enhanced cyber infrastructure, incl. cyber kiosks to support local triage of devices
- Initial roll out of cyber awareness
- ANPR procurement & ready for roll out
- Multi-partner hub vision & programme established

### Year 2: 18/19
- Enhanced cyber crime operations team, and establish cyber prevention & resilience team & network
- Cybercrime stats included in Police Scotland performance framework
- Customer journey mapping of how Police Scotland manages cyber crime & creation of vision for cyber crime journey

### Year 3: 19/20
- Cybercrime stats included in Scottish Government Crime & Justice Statistics
- Gain approval for multi-partner national cyber hub

### Primary dependencies with other programmes/projects:
- Local approaches to policing dependent on cyber crime vision so can integrate to local approaches model
- Cyber infrastructure dependent on national network
- Cyber capability dependent on Thrive to ensure first response to cyber crime appropriate
- Core systems implementation dependent on cybercrime vision
Strategic Objective: Empower, Enable & Develop our People

People & Improvement
- People & leadership: Design & roll out new leadership strategy, and well being framework
- Staff pay & reward modernisation: Harmonise terms & conditions across Police Scotland
- Continuous Improvement: Utilise lean methods & end to end process mapping to identify and implement operational improvements – project to run ahead of overall critical path

Year 1: 17/18
- Leadership strategy approved
- Engaging leaders workshops start
- First leadership challenge session
- SPRM job evaluation complete
- SPRM options appraisal & pay modelling complete
- Continuous improvement (CI) framework and schedule approved
- Initial CI reviews underway
- Wellbeing programme underway

Year 2: 18/19
- Regular leadership events, managed as part of BAU
- SPRM negotiation complete
- SPRM implementation complete
- SPRM appeals process started
- CI ideas portal implemented
- Strategic CI reviews of end to end processes – involving partners and front line staff – and associated implementation

Year 3: 19/20
- SPRM appeals process completed
- Ongoing CI reviews & implementation

Primary dependencies with other programmes/ projects:
- SPRM dependent on National payroll consolidation
- Leadership & SPRM will lay foundations for overall transformation
Strategic Objective:
Transform Corporate Support Services

Year 1: 17/18
- High level target operating model agreed
- Business efficiency reviews underway
- Payroll procurement & go live complete
- CE quick wins complete (Travel, Energy, Fuel)
- Start to consultation and then sale of unused estates

Year 2: 18/19
- Corporate services technology requirements defined & procurement underway
- CE strategic wave 1 & 2 complete (e.g. Uniforms, soft & hard FM)
- Strategic estates plan outlined

Year 3: 19/20
- Corporate services operating model & tech enablement implementation underway & delivering savings
- CE strategic wave 3 complete (e.g. Hardware & legal)

Primary dependencies with other programmes/projects:
- Staff Pay & Reward Modernisation dependent on payroll consolidation
- New corporate services model dependent on continuous improvement project delivery in corporate services
- Corporate services new model implementation dependent on commercial excellence to create more commercial culture
- Estates strategic implementation dependent on LAP, Custody, Cyber, Productions & Mobile visions

Define & implement new efficient & effective model for corporate services better aligned to the changing nature of Police Scotland
Underpin new Corporate Service model with appropriate technology
Define & implement an estate to appropriately support operational policing & corporate
Consolidate existing payroll systems & deliver economies of scale
Real time data on fleet utilisation, accident damage, fuel management & maintenance
Review all 3rd party spend & establish new commercial arrangement to reduce cost while embedding a culture of commercial excellence
What will an officer see by 2020?

**Single entry**
means entering data only once to populate all systems (from mobile or desktop)

**Briefings**
generated automatically from integrated systems

**Log on**
from any location to access core systems & data

**Mobile apps**
provide access to core police systems

**Body worn video**
providing protection to officers & speeding up Justice process

**Mobile device**
enables use of camera & sat nav

**Cyber kiosks**
will mean data from devices can be triaged locally

**Distress, Mental Health**
and vulnerability training so better equipped to triage and respond (linked to the Thrive project)

**Cyber skills**
through specialist training and clear processes for managing cyber crime
Engagement approach

Shared story, focusing on what 2026 means for me
• Overarching story and phased messaging
• Specific stories for each persona:
  • Communities (Rural/Urban)
  • Offender
  • Vulnerable person
  • Partners
  • Corporate services staff
  • Officer
  • Detective
  • C3
  • Custody
  • National staff
  • Senior leader

Proactive stakeholder engagement
• Staff reps & unions – bi-monthly strategic engagement, involvement in project design & continuous improvement work
• Partners
  • Scottish Government
  • HMICS
  • Crown
  • Procurator Fiscal Office
  • COSLA/ LAs
  • Emergency services
  • Etc.

Quarterly messaging
• Leaders event
• Advocates event
• Roadshows
• Manager cascade
• Comms channels

Continuous improvement based engagement
• Identify areas of opportunity for strategic end to end process reviews using lean methods—schedule to be planned so complete lean reviews ahead of the overall critical path
• Inclusive approach with involvement of front line staff and partners
• Reduce waste & failure demand, reduce silo working, challenge restrictive policies and unnecessary checks, and look for opportunities to move expertise to front line to reduce hand-offs
### Three year financial position

**DRAFT POSITION – FIGURES UNDER REVIEW & ONGOING VALIDATION**

- The table below shows the impact of overlaying the identified and ‘unallocated’ savings to the base financial model.
- As a result, the Budget deficit reduces by £11.8m in 2018/19, a further £19.8m in 2019/20

<table>
<thead>
<tr>
<th></th>
<th>2017/18 £m</th>
<th>2018/19 £m</th>
<th>2019/20 £m</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Expenditure</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Police officer costs</td>
<td>771.2</td>
<td>773.9</td>
<td>768.8</td>
</tr>
<tr>
<td>Police staff costs</td>
<td>175.2</td>
<td>176.9</td>
<td>182.7</td>
</tr>
<tr>
<td>Non pay costs</td>
<td>159.0</td>
<td>159.4</td>
<td>157.8</td>
</tr>
<tr>
<td>Income</td>
<td>(45.6)</td>
<td>(42.5)</td>
<td>(39.6)</td>
</tr>
<tr>
<td><strong>Gross Expenditure</strong></td>
<td>1,059.8</td>
<td>1,067.7</td>
<td>1,069.7</td>
</tr>
<tr>
<td>Forensics</td>
<td>27.8</td>
<td>28.0</td>
<td>28.7</td>
</tr>
<tr>
<td>SPA Corporate</td>
<td>4.0</td>
<td>4.6</td>
<td>4.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,091.6</td>
<td>1,100.3</td>
<td>1,103.1</td>
</tr>
<tr>
<td>Reform VAT Allocation</td>
<td>(22.0)</td>
<td>(22.1)</td>
<td>(21.8)</td>
</tr>
<tr>
<td><strong>Net Expenditure</strong></td>
<td>1,069.6</td>
<td>1,078.2</td>
<td>1,081.3</td>
</tr>
<tr>
<td><strong>Funding</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Core revenue grant</td>
<td>1,022.4</td>
<td>1,042.8</td>
<td>1,065.7</td>
</tr>
<tr>
<td>Other</td>
<td>0.0</td>
<td>0.0</td>
<td>0.0</td>
</tr>
<tr>
<td><strong>Total Funding</strong></td>
<td>1,022.4</td>
<td>1,042.8</td>
<td>1,065.7</td>
</tr>
<tr>
<td><strong>Budget (Surplus)/Deficit</strong></td>
<td>47.2</td>
<td>35.4</td>
<td>15.6</td>
</tr>
<tr>
<td><strong>Reduction in Deficit</strong></td>
<td>15.8</td>
<td>11.8</td>
<td>19.8</td>
</tr>
</tbody>
</table>
Operational policing improvements

Increases in available hours will be realised within Operational Policing as a result of significant gains in productivity and efficiency through targeted investment in key transformation projects. The level of efficiencies identified are at a prudent level based on initial scoping and planning activities, work is ongoing to directly quantify the actual level that individual projects will deliver. Six key areas that will contribute to increasing Operational Policing hours are documented below:

**Custody and Criminal Justice**
More efficient Custody staffing models to reduce current levels of backfill. Currently reviewing both the size and location of the Custody estates, the staffing mix and shift pattern. Potential for significant Officer FTE being returned to operational roles from current ‘backfill’ activities.

**More Efficient Corporate Services**
Creating agile corporate functions that meet operational needs through investment in technology and focusing on core, value-adding activities, enabling the release of Police Officers to the frontline.

**Local Approaches to Police Design**
Effective approaches to local policing, identified through trials, will be rolled out across the country. This enhanced understanding of demands will allow for a review of resource allocation and aid in defining requirements for technology enablement.

**Core Operational Policing Systems (COPS)**
Productivity gains from improved technology and integrated systems that allow for efficient recording, management and analysis of operational information, significantly reducing the administrative burden on Police Officers.

**Mobility**
Use of mobile technology will allow officers to capture, assess and input information to core systems, improving productivity, effectiveness and reducing the time officers spend on administrative tasks.

**THRIVE**
More effective demand management from a new model for risk assessment. More efficient resolution of incidents through targeted deployment and enhanced problem solving capability and improved management of demand leading to increased capacity within Local Policing.
From 2017/18, there are planned efficiencies across Operational and Business Support budgets. The delivery of these efficiencies will enable investment in key priority areas and help support the release of Officers to operational activities. Potential efficiencies will be achieved through activity in the following areas:

**More Efficient Corporate Services**
Transformation of corporate support services will support a reduction in police staff in this area over the first 2 years, as well as releasing police officers back to operational policing activities.

**National Payroll**
Identification & implementation of a payroll solution that will consolidate payrolls onto a single application. This will address audit criticisms and deliver economies of scale to a level more typical to the organisation’s size.

**Increased Automation**
Increasing automation will allow for a further reduction of corporate support roles which will be replaced with operational support roles.

**Increased Civilisation of Roles**
Greater civilianisation of operational roles will result in police officers being substituted for operational support staff between 2022-23 and 2023-24.

**Staff pay & reward modernisation**
A single pay and grading structure, coupled with a common people development policy will allow for streamlining of admin services in addition to allowing management to make informed decisions on resource requirements.

**THRIEVE**
Implementing THRIEVE will increase operational support staff in 2019-20.
Non Pay Efficiencies

In 2017/18, there is a planned budget reduction of £13m across Non Pay budgets. An additional £4m efficiency in Non-Pay expenditure is planned for 2018/19 and a further £6m is planned in 2019/20. Key areas which will contribute towards the delivery of these efficiencies include:

**More Efficient Corporate Services**
We will deliver a shared service support function that consolidates and improves the support provided to our staff and officers and enables greater efficiency and standardisation. This will reduce duplication and ensure improvements in efficiency and effectiveness of support services.

**Productions Storage**
Reduce cost of storage through Better management of the large number of productions received and stored. Reduce the current volume of productions, and identify better ways of capturing, managing and storing.

**Commercial Excellence**
Through development of a culture of commercial excellence the project will redefine the procurement process and management of all 3rd party goods and services, reducing the annual costs and improving standards of delivery.

**ICT Support Costs**
Reduction in ICT support costs through a more resilient and simplified ICT infrastructure. The new Wide Area Network will complement the existing high speed resilient core, with reduced single points of failure. It requires a simplified network management and support model.

**Telematics**
Implementation of a modern fleet management solution providing raw, real-time data to be analytically processed. This will identify fuel inefficient vehicles for replacement, reduce maintenance costs due to automated mileage control and allow for reduced fleet capacity whilst providing an uninterrupted service.

**Estates**
Reduction in the number and size of the property portfolio will recognise savings of rent, utilities, rates and also deliver capital receipts through sale of freehold properties.
## Risks

<table>
<thead>
<tr>
<th>Risk</th>
<th>Description</th>
<th>Mitigation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Too long to make decisions</td>
<td>Unable to progress at the pace required due to approvals &amp; consultation processes</td>
<td>• Look for ways to streamline approvals process&lt;br&gt;• Plan consultation early</td>
</tr>
<tr>
<td>Slow resource mobilisation</td>
<td>Takes too long to mobilise resource to deliver the changes so milestones &amp; benefits delayed and dependencies not met</td>
<td>• Prioritise recruitment&lt;br&gt;• Be open to different contractual arrangements&lt;br&gt;• Consider partnering arrangements to supplement the team at peak</td>
</tr>
<tr>
<td>Integrated plan</td>
<td>Takes too long to get integrated plan, so delivery and benefits delayed</td>
<td>• Build core business requirements, timelines and collate to single plan picture&lt;br&gt;• Overlay enabling functions such as IT, procurement, estates, etc&lt;br&gt;• Encourage projects to provide milestones even if indicative</td>
</tr>
<tr>
<td>Insufficient IT &amp; procurement capacity</td>
<td>With heavily IT dependent portfolio, there is a risk we don’t have the capacity to deliver IT enablers; and that procurement don’t have the capacity to support IT and other procurement activity</td>
<td>• Size IT requirements of portfolio, and capacity of existing team&lt;br&gt;• Propose ways to supplement capacity and capability in IT&lt;br&gt;• Realistic prioritisation&lt;br&gt;• Build capacity in procurement team and build clear pipeline view</td>
</tr>
<tr>
<td>Poor people engagement</td>
<td>Our people don’t feel engaged in the change, don’t understand what it means for them – and therefore resist the change</td>
<td>• Invest heavily in engagement framework as a core part of the change&lt;br&gt;• Involve our people in design phases&lt;br&gt;• Prioritise early delivery which will make a difference on front line</td>
</tr>
<tr>
<td>Insufficient partner engagement</td>
<td>Changes within Police Scotland are resisted by partners which means benefits are not realised</td>
<td>• Proactive partner engagement plan &amp; prioritisation&lt;br&gt;• Strong central coordination of stakeholder engagement&lt;br&gt;• Coordinate across projects&lt;br&gt;• Involve partners in solution design wherever appropriate</td>
</tr>
</tbody>
</table>
Next steps

• Socialise and validate plan with stakeholders and internally

• Further validate milestones with ICT & procurement

• Further detailed work on resourcing, costs & benefits profiling

• Agree appropriate way to resource priority areas where required additional capacity or capability

• Develop aligned strategies for finance, IT, digital, procurement, estates etc.

• Consolidate into 3 year plan deliverable for SPA Board meeting in November

• Prepare & roll out internal engagement plans relating to 3 year plan.