

## **Policing 2026 – Questions and answers**

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### **1. General**

#### **What is the Policing 2026 programme?**

Policing 2026 is a collaborative and strategic programme, led jointly by the Scottish Police Authority (SPA) and Police Scotland, to transform policing in Scotland over the next 10 years.

The strategy identifies ways to create operational capacity for policing to focus on investigations, prevention and protection in the public, private and virtual space.

It sets out how Police Scotland can address new and changing challenges and improve outcomes for people, communities and places by becoming a more flexible and adaptable workforce and managing demand more efficiently.

In an age of increasing uncertainty and ambiguity, the strategy sets out the basis on which Police Scotland will put the needs of the citizen at the heart of shaping its services.

Supported by the increased investment for policing in the Scottish Government's 2017-18 budget, and subject to the availability of future funding, we establish how over the first three years of implementation we can place policing onto a financially-sustainable footing, and do so at a measured pace that maintains public confidence and the morale and wellbeing of the police workforce.

The strategy identifies the huge potential for new technology and new approaches to contribute to improved outcomes. By recognising that these are not decisions for policing to take in isolation, consultation on the strategy began national discussion and debate.

The strategy was published in draft to allow the public and stakeholders to consider the issues raised through a period of consultation between February and May 2017. Views and feedback were considered when finalising the strategy.

## **Why are you doing this?**

Scottish policing has undergone major change in recent years and, despite some challenges, our communities have seen consistent, excellent operational policing at both a local and specialist level.

However, the demands that policing faces every day are changing,

One in 4 people suffer from a mental health issue every year. Many of the most time-consuming incidents recorded by the police relate to concerns for individuals, missing persons, and dealing with sudden deaths. Cyber-enabled crime is growing and changing, including sexual crime, fraud and extortion.

Scotland's communities are growing and continuing to diversify. We are increasingly focused towards addressing vulnerability and the consequences of inequalities.

Policing must evolve and we must continue to design our services around citizen and community needs. We need to focus on ensuring that we have the skills, tools and capacity to address future needs.

A clear strategic direction provides the foundation for long-term operational and financial sustainability, and ensure that priorities and decisions in the short-to-medium term are the right ones and consistent with our vision of 'sustained excellence in service and protection'.

## **What real difference will this make to the public?**

Our message to communities is that, over the full cycle of Policing 2026 and when fully implemented, there will be real benefit for you and for policing.

You will be confident that Police Scotland is ahead of criminals and new types of crime.

You will have confidence that we know who is vulnerable in your community and are working with others to help them.

You will know that if you are a victim of crime, the police will help you in the most appropriate way and with the right people.

You will be able to contact the police in a way and at a time that suits you, and get a quick and effective response.

You will have trust in Police Scotland and be confident that we will use individual information about you wisely and share collective information for the safety of the community.

A police service for Scotland that over the next decade is in step with the way the country wants to live and work.

### **What evidence do you have that this is the right approach?**

Police Scotland and the SPA commissioned the Scottish Institute for Policing Research (SIPR) to support the development of the Policing 2026 strategy through an evidence review of key policing issues.

The 2026 research is summarised in the 2016 SIPR Annual Report which can be accessed via the following link:

[http://www.sipr.ac.uk/downloads/SIPR\\_Annual\\_Report\\_16.pdf](http://www.sipr.ac.uk/downloads/SIPR_Annual_Report_16.pdf)

The original papers are available at:

[http://www.sipr.ac.uk/downloads/Policing\\_2026\\_Evidence\\_Review.pdf](http://www.sipr.ac.uk/downloads/Policing_2026_Evidence_Review.pdf)

### **How does the 2026 strategy address the concerns raised by your workforce in 2015 through the staff survey?**

Policing 2026 is a direct leadership response to feedback received from the 2015 staff survey.

Policing 2026 delivers a clear vision and long-term strategy for policing over the next decade, outlining how we will do business and develop new capabilities as well as deliver improved benefits to our communities.

In the staff survey, our workforce said they wanted to better understand policing's priorities and focus and be more closely involved in decisions that affect how they will work.

As a direct result, development of Policing 2026 was undertaken offering ongoing opportunities to our officers and staff to get involved and help design the vision and strategy going forward (something 70% of respondents expressed a wish to do).

The level of staff engagement both before and during the consultation period was unprecedented for the service and we are committed to continuing that through the implementation phase. The response to the consultation from officers and staff

(nearly 30% of the total) was very supportive [and 90% agreed with the need to re-shape the organisation.]

A priority in our implementation plan is to develop and engage on our strategic workforce plan with staff, unions and staff associations as we aim to make Police Scotland an exemplar organisation for workforce wellbeing and an employer of choice for the future.

### **How does the strategy address police financial issues?**

In common with other parts of the public sector, over recent years policing has faced budget constraints and rising demands for service, alongside calls for greater efficiency and the achievement of best value.

Cost pressures have been rising across policing and these have resulted in small overruns in operating cost budgets, that have only been balanced by offsetting some operating costs against underspends in available investment resources. This is neither prudent nor sustainable.

It is projected that our revenue budget would face an operating deficit of £60m in 2017/18, without the commencement of an effective transformation plan. Audit Scotland have confirmed this figure.

The Scottish Government has given a commitment to continued funding to support reform and change of £61 million in 2017-18.

This will be used to enhance operational capability, for example by investing in increased productivity, and building a transformation support function for the organisation that will provide innovation, experience and expertise.

We expect that the early benefits of our proposed investments in 2017-18 will result in a **reduction** of the predicted operating cost deficit but will not eliminate it.

It will demonstrate real progress towards arriving at a financially sustainable position by 2020. We have shared and agreed that approach, in principle, with the Scottish Government.

Alongside the development of the 2026 strategy, we have been developing a long term financial strategy which ensures that we can deliver the aims and objectives of the 2026 strategy while achieving financial sustainability. We will finalise the draft 3 and 10 year financial plans in the autumn.

## **Why wasn't this strategy done as part of the creation of the single service in 2013?**

The initial focus following reform was to ensure the service to the public was maintained. The merger of the 10 legacy organisations into a single service was delivered successfully, with continuity to the public maintained, and the initial savings from reduced duplication achieved.

Policing in Scotland is better prepared than the legacy forces to meet the operational challenges ahead, as HMICS Derek Penman reflected in his annual report last December. And the pace with which merger was achieved has gone a long way to ensuring the service has been able to survive the very significant public spending challenges of recent years.

However, the time is now right to take forward our strategy and plan to get ahead of changing pressures.

## **Shouldn't the strategy be more strongly focussed on tackling crime?**

This strategy identifies many ways in which the crime-fighting element of policing work could be enhanced – not least in the fight against online and cyber-enabled crime. However, viewing the delivery of policing simply through the lens of recorded crime does not provide the full story about what we do now or in the future. Some 80 per cent of calls to the police do not result in a criminal justice outcome.

We will continue to develop smarter approaches to tackle crime – that can be done in a myriad of different ways from prevention in the first instance to ensuring we have robust intelligence systems in place to the right investigative capability around a wide range of crime types.

Our approach outlined in Policing 2026 is based upon the needs of individuals in terms of threat, risk, harm and vulnerability - and also being able to respond to emerging issues such as cyber-crime.

## **Why does the service feel the need to strengthen its approach to the assessment of threat, risk and harm?**

Adopting a 'whole organisation' approach to threat, risk, harm and vulnerability will provide members of the public with the most appropriate resolution possible, tailored to their need, whilst ensuring that response resources remain available to provide the most urgent assistance to the vulnerable.

By responding to vulnerability more effectively we will ensure that we prioritise our response to those who need us most. In addition we will work more closely with partners to ensure that we develop sustainable solutions which reduce the potential for harm to the vulnerable. At the same time we will become increasingly accessible to the public and will provide resolution to callers at the first point of contact whenever it is possible and appropriate to do so.

This is the priority rather than the reduction of demand. Our primary focus is on the needs of the public and effectively prioritising their needs in order to effectively deliver our services. Creating a dynamic deployment model that reflects volume and need will be critical, as will developing new approaches to threat, harm and risk.

Benchmarking has indicated that where such approaches have been implemented in other organisations, significant improvements in managing and reducing demand have also been realised - alongside greater ability to deliver local community priorities in policing, strengthening the links with other relevant support services and partners, improved morale throughout the service, and enhanced public trust and confidence.

**The Chair and Chief Constable previously stated that a 10-year strategy for policing would be published early in 2017. Why was there a delay?**

Work to understand and project current and future demands was completed by the turn of the year.

To ensure that our strategy was consistent and coherent with the strategic approaches and considerations of partners, there were in excess of 50 engagement meetings with key national stakeholders, and supplemented by further engagement led locally. Parallel workforce engagement was led by Divisional and Departmental Commanders and more than 50 roadshows were held in police locations across the country.

While the strategy is not a detailed implementation plan for the ten years, the pace and scale of change must clearly reflect the finances available and the scope for early investment. We welcomed the additional investment announced in early February 2017 by the Scottish Government for policing in the year ahead, and those indications have helped us to finalise the draft strategy.

**If your strategy involves freeing up officers from corporate and business support roles, has it been short-sighted to reduce many civilian posts in these areas in recent years?**

Some officers have been carrying out duties in corporate support roles where, as short term measures, they have maintained processes which can now be effectively transformed.

Our clear view is that further efficiencies can be made in the systems and processes within non-operational and business support functions. Benchmarked against similar organisations, they are over staffed and suffer from continuing issues of duplication and inefficiency.

We acknowledge that the focus in early years on costs savings in these areas has also brought pressures on service delivery and strain on the staff working in them. By freeing up more officers from corporate services to deploy into operational policing roles, we will over the coming years provide further capacity for operational deployment.

Officers will spend more of their time on the activities they train for and be supported by the right technology and equipment that enables them to do their jobs well – issues that come up time and again as prime concerns for warranted officers.

**What about public concerns about the wider implications of adopting some of the new technology mentioned in the strategy, such as body worn video?**

Our strategy identifies the huge potential contribution that new technologies could play to the development of policing services in the coming decade, and to public outcomes.

In many cases, the wider use of such technologies will not, and should not be decisions for us to take in isolation. There will be issues for legislators and for the public to consider further. Our consultation on Policing 2026 was a pivotal opportunity for us to begin that debate with wider interests.

We fully accept that there will be a range of views within our communities on the use of technology such as body worn cameras, and including them in this strategy will not preclude our commitment to further consultation on that.

However, this is no longer a cutting edge technology, but one already trialled in Scotland and increasing in law enforcement use across the world.

Smarter use of technology for operational policing, such as the more widespread use of body worn video camera already used in other parts of the world, could bring improvements in the recapture of evidence, less officer time away from duties attending court through increased early guilty pleas, fewer incidents escalating to violence and disorder, and also fewer allegations and complaints against officers.

## **Police in England and Wales launched Police Vision 2025 recently; your strategy is a 10 year strategy called Policing 2026. How do they connect?**

SPA and Police Scotland are aware of the National Police Chiefs' Council (NPCC) strategy and are content that the two products are complementary where they need to be, while recognising that the expectations and landscape are significantly different in terms of policing priorities, structure and governance.

## **Why did you commission external consultants to help you write a 10-year strategy?**

We established an integrated team involving Police Scotland, SPA and Deloitte to develop the strategy. Early in the process we identified the need for additional key skills to complement the core functions of SPA or Police Scotland, such as demand analysis, assessment and projection; programme management office capabilities; strategic choice assessment and evaluation experience; and organisational design planning and portfolio establishment. The SPA tendered for and appointed Deloitte to support this work. Across all of these areas and in developing the 'look and feel' of the strategy document and supporting materials, Deloitte have added significant value to the process.

## **2. Consultation**

### **What do you mean by consultation?**

Development work on the draft strategy started in June 2016 with extensive internal and external stakeholder engagement and collaboration informing the scope and approach taken.

We wanted to involve our communities, people and stakeholders in an effective and inclusive manner from the outset, in order to better inform the shape of the strategy and future delivery of policing services.

In addition to this, between December 2016 and February 2017, a programme of 55 staff engagement roadshows took place across the country to involve and inform staff in the development strategy. The events were positively received and served to supplement additional staff engagement by local commanders and their management teams

Following best practice, the SPA and Police Scotland undertook a period of formal consultation between 27 February and 8 May 2017, by publishing the draft strategy

and asking a set of questions designed to gauge the level of support for the direction and content of the strategy, and seek insight and constructive comments and criticism. Due to the local elections, we offered local authorities an extension to 29 May.

### **What did you ask?**

We asked for views on our draft strategy document from the public, staff, community groups and organisations e.g. charitable bodies, public sector partners and business.

We asked six specific questions and also welcomed any other comments on the strategy and its impact.

Q1. Does the Policing 2026 strategy identify and acknowledge the main risks, challenges, opportunities and demands likely to impact on policing over the next 10 years?

Q2. Do you agree the main areas of focus proposed within the Policing 2026 strategy are the right ones to deliver an enhanced policing service?

Q3. Do you agree the methods proposed within this strategy are the right ones to deliver an improved policing service?

Q4. The Policing 2026 Strategy states that public confidence will be a key measure of success and the effectiveness of Police performance. Do you agree with this approach?

Q5. The Policing 2026 strategy highlights that we will need to re-shape our organisation with a workforce focussed on having the right skills and capacity to meet future challenges. Do you agree with this approach?

Q6. Is the strategy presented in a clear and understandable way?

Q7. We would welcome any additional views you have on our strategy and how it will affect you, or any other person.

At the conclusion of the consultation a detailed analysis of the responses was undertaken to inform the final 10 Year Strategy for Policing in Scotland.

## **How did you involve people?**

Our aim was to encourage broad participation, including harder to reach groups, eliciting as wide a range of views as possible.

The consultation was highlighted on both the SPA and Police Scotland websites and widely publicised internally and externally through social and traditional media, our local divisions and by partners across all sectors. We also sought feedback through direct contact at national and local events.

The document was available in other languages and formats, including Gaelic, braille, large print, sign-language, audio or CD on request.

A template was used to capture responses, contact details, permission to publish and equality and diversity information, primarily through the digital platform Citizen Space, similar to that used by other public bodies. We also accepted responses in writing, and captured opinion and feedback provided at events and meetings held across the country during the consultation period.

## **What was the response?**

We received 1715 responses to the consultation, supplemented by additional feedback we gathered from events and other activity with our staff, partners and the public, both before and during the consultation period.

Individuals accounted for 93.6% of responses, local organisations 3.3% and national organisations 2.8%. Local authorities made up the remainder. All our emergency services partners in Scotland responded.

The strategy was well received with the majority agreeing with our proposals and approach across all questions.

Feedback was generally very positive about the vision set out in the strategy, the means of achieving it, and prospects for delivering sustained excellence in service and protection for the people of Scotland.

Due to the varying methods in which responses were provided, it has not been possible to apply any form of quantitative weighting. However, opinions have been carefully considered, analysed and qualitative strategic weighting has been applied in order to best inform the final strategy.

## **How does this compare with other consultations?**

Given the specific nature of public sector consultations which can vary considerably, it is not possible to make a direct comparison. However this is the largest consultation undertaken on policing in Scotland and we understand that the response rate is one of the highest in recent years for a national level consultation.

We set out to make sure that we engaged throughout with staff, partners and stakeholders nationally and locally the length and breadth of the country. In the two months before the launch in February 2017 we delivered 55 staff engagement roadshows in addition to briefings and discussions with local commanders and their management teams.

In total during the ten week consultation there were nearly 2,500 pieces of engagement activity. Through that period a different theme relevant to the strategy was used each week to drive the consultation, targeting the many different and diverse communities across Scotland.

## **How was this taken into account in finalising the strategy?**

We undertook detailed analysis of the responses to the consultation and reviewed the strategy document against the feedback received. As a result of the positive responses received there was no need to change the main elements of the strategy.

Some recurring themes were identified as a result of our analysis and you will see a stronger emphasis on the recognised value of our volunteer and charitable partners across the country. We have also reinforced our continued commitment to community planning to best serve local communities and to recognise the needs of our remote and rural communities. We have made more specific reference outlining our commitment to staff welfare and we have expanded on financial planning in response to comments about the future of police budgets over the next decade.

This helpful and constructive feedback about how we take the final strategy forward will also be built this into our implementation planning and future delivery.

The analysis report and responses to the consultation have now been published.

## **Where can I read the responses?**

Respondents were asked for permission to publish their response following the conclusion of the consultation, including whether or not to include their name. Three quarters of respondents were content for us to publish their input. Responses

submitted in a format other than the online template with permission to publish have been transferred into the Citizen Space template so that they are available alongside the others. These can be found at:  
<https://consult.scotland.police.uk/consultation/2026/>

### **3. Next steps and implementation**

#### **What happens now?**

Police Scotland has developed a draft implementation plan and financial plan for discussion with the SPA. Subject to their views, a programme of targeted engagement will take place with key partners throughout the summer to finalise detailed plans for delivering the strategy over the coming three year period.

#### **Now that it has been agreed, how will Police Scotland deliver the strategy?**

We have a strong reputation for excellence in operational delivery, and in building our organisational capability, our ambition is to replicate this excellence across our change management and corporate support functions. These capabilities go beyond our change function, and include areas such as partnership working, data and innovation.

We recognise that operational and service improvements are at the heart of the strategy, and we are determined to deliver early benefits in this area. Alongside building our capability in the short term, we are therefore identifying opportunities for early operational improvements. This is focused on increasing capacity, reducing demand on frontline officers and driving service improvement.

Police Scotland has developed a draft three year plan which provides high level detail regarding our approach to implementation of the strategy in the period 2017 – 2020. Implementation will be managed through a transformation portfolio under the leadership of Deputy Chief Officer David Page.

The content of the plan will develop in line with the emerging portfolio and feedback gathered during engagement over the summer with key stakeholders on our priorities for implementation. We will work with partners to ensure our success is built on shared outcomes for communities in Scotland.

As we develop the plan, we continue to review all current and potential activity against our strategic objectives and supporting commitments. This has resulted in us

prioritising activities and resources into more strategically-aligned projects and initiate new activities required to achieve our ambition.

### **How will the SPA ensure Police Scotland is held to account for the delivery of the strategy?**

The 2026 Strategy provides clarity and direction on precisely what policing should be held to account for. As we move to implementation the strategy, it is Police Scotland's responsibility to deliver against the strategy and SPA's role to hold Police Scotland to account for its implementation.

In addition to regular reporting and monitoring of progress through the SPA's formal governance structures, the SPA will seek to establish a dedicated working group of the Board to focus on the project management aspects of the transformation programme, monitor risks associated with it, review progress on individual projects and seek assurance on corrective actions where necessary. This approach - mirrored on the SPA's oversight of C3 - will provide enhanced governance and oversight of transformation and allow for more detailed examination and understanding as the programme progresses. The group will be chaired by the SPA Chair and the membership will include the Chair of the Audit, Finance, People and Policing committees.

The SPA's oversight will also ensure that the Chief Constable has the flexibility to adapt plans to reflect any significant changes to risk, the environment in which the police service operates, and the level of resources available.

Police Scotland will demonstrate operational effectiveness through an outcomes based performance framework. Success in delivering benefits through this implementation plan will also be measured through the framework. This outcomes-based approach to performance and delivery is critical in delivering a service that builds public trust and confidence and achieves our vision of sustained excellence in service and protection.

### **Why has Police Scotland already produced an implementation plan if the strategy has only just been agreed?**

The implementation plan is in draft and will be developed over the next few months.

In 2016, following extensive consultation the Scottish Government set revised Strategic Police Priorities. These provide the framework and expectations for what we need to deliver, with Policing 2026 addressing how we intend to meet these priorities.

Early and continuing collaborative engagement with internal and external stakeholders played a significant part in informing the development of the draft strategy. This engagement was beneficial in understanding and informing how we need to adapt to the continually changing calls on Scotland's public services.

We had also taken the views of our workforce with the first major staff survey in Scottish policing, which showed that our people wanted a clearer direction, a sharper focus on the resources they need to do the job, and to be more closely involved in decisions that affect how they work.

Whilst the strategy itself has just been finalised, it was predicated on the understanding that significant change is needed to address future challenges and deliver a sustainable service to the public. Therefore in line with best practice, it was imperative that the mechanisms by which change will be delivered, and alignment between potential and existing improvement programmes, were put in place to ensure that we are equipped to begin the implementation of strategy without undue delay.

### **The original draft strategy was published in February – given recent attacks in the UK does it do enough to protect Scotland?**

We are acutely aware that the unprecedented cyber attack on the NHS and the horrifying terrorist attacks in Manchester and in London at Westminster, London Bridge and Finsbury Park, reinforce the need for a modern police service with the flexibility to adapt and transform to meet such complex and growing threats and demands.

The SPA Board and the Police Scotland leadership team share the view that the strategy provides the necessary direction to increase Police Scotland's operational capacity to respond. Recent events therefore validate the content and implications of the strategy rather than challenge them.

### **What are the implications of the strategy for the police workforce?**

Our first priority will always be to continue to deliver a high-quality policing service to protect the public.

Over the next three years we will begin to modernise the police workforce in a carefully managed way, ensuring that our operational and corporate productivity is improved to effectively meet the changing demands on policing.

We will invest in our infrastructure and adopt new approaches to deployment and call resolution to enhance officer productivity.

Alongside this we will improve the effectiveness of our corporate services functions. We expect this will result in a reduction of staff and officers engaged in corporate and business support roles. As we transform corporate and business support functions, we will free up 300 more officers to deploy into operational policing roles.

We will bring in new skills to operational policing with 170 more specialist staff in areas such as cybercrime and vulnerability.

By the end of year three we expect to have seen **increase** in operational hours to devote to investigation, prevention and protection, an **increase** in the proportion of police staff working in operational areas, and in 2018-19 and 2019-10 a phased **reduction** of up to 400 in police officer numbers.

We believe it is not possible or advisable to predict the appropriate skill mix that will be necessary beyond a three-year horizon. It will be a matter for the Chief Constable to determine the required proportions of staff and officers based on his or her operational assessment at that time of threat, risk and harm - as well as available budget.

### **What will this mean for police officers?**

In 2017/18, we intend to maintain police officer numbers at their current levels.

Our transformational plan will, by 2020, create capacity to generate more 'policing hours' for police officers by reducing administration and freeing their time to focus on operational matters. After allowing for officer retirements and leavers not to be replaced, we estimate our implementation activities will enable the equivalent of 500 additional officers to be redeployed to priority operational policing activities across investigation, protection, and prevention.

As we transform corporate and business support functions, by 2020 we will free up a further 300 officers to deploy into operational policing roles. By the end of year three we will see a change in the overall balance and profile of the workforce, increased operational capacity, and a modest, phased reduction in 2018-19 and 2019-20 of up to 400 in police officer numbers.

As capacity increases and more officers are freed up from corporate to operational duties, the modest reduction in overall officer numbers can be carried out by reducing the volume of future recruitment, which is why we can project with more certainty around officer numbers.

### **What will this mean for police staff?**

There will be proportionately more roles for police staff within operational policing, and we expect by 2020 to recruit 170 more specialist staff with technical capabilities in areas like cybercrime and vulnerability.

Our considered view is that further efficiencies can be made in the systems and processes within non-operational and business support functions where a significant proportion of police staff currently work.

We acknowledge that the focus in early years on costs savings in these areas, without the necessary changes to systems and processes, has also brought pressures on service delivery and on the staff working in them.

A major focus of the transformation portfolio will be to rapidly address these non-operational and business support areas and do so in a carefully managed way to ensure we continue to support operational policing.

Overall, we expect this will result in a reduction of staff and officers engaged in corporate and business support roles.

By the end of year three we will see a change in the overall balance and profile of the workforce. We will engage with trade unions and staff as the range of civilian roles in policing changes.

### **Why are you not able to project the scale of workforce changes for police staff?**

Corporate services and business support units will be smaller and operate with fewer staff. Some staff may be able to retrain and find new opportunities as we increase the number of police staff working in operational areas. The ultimate reduction in staff numbers will therefore be influenced by these factors together with the detailed design work on corporate transformation, and the scale and availability of future reform funding to support continuing voluntary redundancy and early retirement schemes beyond 2017-18.

### **How does this 2026 strategy relate to forensic services?**

The Policing 2026 strategy recognises the key input of forensic science services now and in the future, as policing adapts to changing demands and builds capacity in its investigation, protection and prevention work. This 2026 strategy is primarily aimed to deliver a 10-year vision for policing in Scotland, and the references to workforce

development relate to the officers and staff that work in Police Scotland. SPA Forensic Services has been considering its own long-term vision for service development, and this will be further progressed during 2017 - which will also allow due cognisance to be given to any recommendations from the HMICS statutory inspection of forensic services that will report in the coming months.

**How will any shift in the workforce be recorded and scrutinised?**

While police officer numbers are maintained next year, we will in parallel establish baseline metrics during 2017-18 to measure and report operational and corporate workforce mix for appropriate governance, parliamentary and public scrutiny in the years ahead.