SCOTTISH POLICE AUTHORITY

Meeting	SPA Authority Meeting
Date	25 August 2021
Location	Video Conference
Title of Paper	Police Scotland Transformational Change
Presented By	David Page, Deputy Chief Officer
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this report is to provide members of the Scottish Police Authority Board with an update in relation to the Oversight of Change within Police Scotland.

Members are invited to discuss the contents of this paper.

1. BACKGROUND & SUMMARY

1.1 Following on from our last update in February 2012 this report is to provide the SPA with an overview of the Change and Transformation activities across the organisation between February 2021 and August 2021.

1.2 An update on Service Design activity as it supports National Operating Model & Capability transformation.

1.3 As can be seen in this terms update – We continue to have a diverse and highly impactful portfolio of transformation and change inflight at Police Scotland.

1.4 There is a powerful mix of strategic design led activity such as Data Drives Digital & Modern Contact & Engagement alongside Implementation focused activity such as BWV – Armed Policing, COS and items related to Policing of COP26.

1.5 Impacts of COVID continue both in terms of resources but also additional change activity and overhead from suppliers and partners – all of which is being managed through the Change Team and Project Leads.

1.6 Service Design continues to develop and add value both in strategic National models but also specific capability and programme support.

1.7 This report will focus on the activity in the last 6 months with a view towards the 6 months ahead.

2. SERVICE DESIGN

Service Design continues to develop & deliver across the organisation.

The current focus is on the integration of the Police Scotland approach to Service Design & the provision of artefacts, methodology and guidance that support and encourage user centred design and outputs.

Work continues on developing both strategic organisational wide design products but also key service design models in key areas and programmes of work such as

- Modernised Contact & Engagement
- Contact, Command & Control

- Partnerships activity
- Cyber
- Intelligence
- North East Divisional Integration
- Fleet Transformation.

The efforts & activity of the Service Design Team and their various Colleagues across the organisation are leading to a 'design led approach' being prevalent across the transformation portfolio in support of risk mitigation, addressing threat & demand and ultimately aligning transformation activity with the target operating model.

3.   SUMMARY OF KEY DECISIONS/ACTIVITIES IN LAST 6 MONTHS

3.1   Impact of COP26

Pre Covid the Change Function undertook detailed impact assessments to determine the impact of COP26 across the portfolio and re-planned accordingly, when the event was re-scheduled due to COVID19 the portfolio again reviewed any impacts to ensure that we could continue to deliver with minimum impact on agreed timescales, cost and benefits. All proposed delivery options were undertaken in consultation with the impacted divisions to ensure minimum impact at the time of high operational demand.

All Programmes have set out their plans for 2021/22 being mindful of COP26 therefore we are confident that there should be no fundamental delays to any planned training or implementations. This does mean that the months leading up to October are very busy and any slippage to planned dates could mean that activity would need to move into 2022, we will be closely monitoring this and continue to provide the Change Board with any relevant updates.

As part of the review we have also considered our forecasted spend to ensure that any activity that is linked to our Capital and Reform spend is not dependent on anything that will be impacted by COP26. We are content that all Programmes/Projects have forecasted spend accordingly with any spend in this period being achievable.

We have also been mindful of the months post COP26 to ensure that we are not overloading any specific areas, we are however in the process of undertaking a further detailed impact assessment of the period post COP26 to ensure that we are still content with what is in plan. At this stage there are no areas of concern.

Each Programme has a detailed plan for their areas and a high level summary of these was provided to the Change Board in May 2021.

3.2   3 Year Change Delivery Roadmap
In our last report we reported on the 2021/22 prioritisation process and since this time we have presented a high level 3 year roadmap to the Change Board.

4.   PROGRESS REPORT – KEY IMPLEMENTATIONS

4.1   In February we said we would provide an update on the following specific portfolio deliverables that fell between the February 2021 and August 2021 time period these included:

- ✓ SPRM
- ✓ COS Phase 1 – Warrants
- ✓ Mobile Working – Phase 2

SPRM has now delivered and is now undertaking closure activity. Both COS – Warrants and Mobile Phase 2 have commenced implementation in line with current planning assumptions.

The following business cases have been approved and are being progressed:

- ✓ BWV – Armed Policing
- ✓ Digital Evidence Sharing Capability (DESC)
- ✓ APU – Redesign

Work continues in regards to:

- ✓ Cyber Strategy Implementation Planning
- ✓ Refresh of Digital, Data ICT Strategy

The following section will provide more detail in some of the key activity.

4.2   **Summary of Key Activity**

4.3   Data Drives Digital (DDD)

Purpose
The Data Drives Digital Programme is a key initiative to deliver the foundation capabilities defined within the Police Scotland Data Strategy. The aim of the programme is to lay the foundations to meet our legislative requirements with regards to GDPR and also enable the delivery of trusted data to meet Police Scotland's analytical demands.

The programme will procure solutions to automate the mapping of data across our data landscape and improve how that data is delivered for use within Police Scotland analytical and operational processes.

The 4 following projects are being taken forward under the Data Drives Digital Programme:

- Chief Data Office Target Operating Model – ensure Police Scotland have the right people, process & technology to provide best a practice data management service
- Master Data Management - ensuring that Police Scotland have access to the best view of nominal and location data, with data quality at the centre
- Force Wide Analytics – providing force-wide data for analytical purposes, in a rapid and efficient manner
- GDPR – delivering a sustainable way of cataloguing information

Current Status/Activity
- Projects are mobilised and now in delivery phase.

Next Steps
- Conclusion of contractual negotiations
- Progress with detailed planning to support delivery

4.4 **Body Worn Video (BWV)**

Purpose
The BWV project will be delivered in two phases and activity is ongoing in both areas which are:
  1) Design & Delivery of an interim BWV solution to c550 Armed Policing officers in time for COP26.
  2) Run a national Consultation in support of a strategic, national BWV solution.

Current Status/Activity
1) Armed Policing Solution
- Full Business Case presented and approved via Governance
- Engaging with supplier to support build/implementation phase
- Business Change impact assessments and training plans in final stages of development

2) Strategic Solution
- National Consultation commenced 1/06/21, running through to 31/08/21. As at 29/07 there have been 6608 responses. Similar to the Armed Policing engagement exercise run in February, the responses so far are very much positive.

Next Steps
- Detailed design and development of Armed Policing solution.
- Conclusion of National consultation exercise and assessment of all responses received.

4.5 COS – Direct Measures

Purpose
Police Scotland procured PentiP, provided by Northgate Public Services UK Limited and used by 44 Forces in England and Wales, to become the national solution for the management of Fixed Penalty Notices and Conditional offers. PentiP replaces the existing legacy Central Ticket/Processing systems and acts as a single ticket repository. In conjunction with Mobile Working, this now provides an integrated end to end digital ticketing solution.

Current Status/Activity
- Stage 1 Desktop Implementation: Delivered to D Division in November 2020.
- Stage 2 Mobile End to End Implementation:
- Delivered to D Division 22/06/21, N Division 21/07/21

Next Steps
Further rollout to:
- V Division scheduled for 04/08/21, A Division scheduled for 18/08/21.
- C & P Divisions planned for September.
- E & J and West Divisions rollout in 2022, in parallel with National COS Crime rollout
- Stage 3 planning for Pronto/PentiP/Crime Integration.

4.6 Modernisation Contact & Engagement

Purpose
The Modernised Contact and Engagement (MCE) Programme will create a collective momentum of change and improvement in how Police Scotland engages with the public and its partners. This will look at maximising the potential of enabling communication technologies, enhanced partnership working and a deeper understanding of public expectation and need to deliver truly responsive and sustainable Policing for Scotland.

Current Status

The MCE Programme will encompass technical ICT projects that have a significant MCE function, such as the inflight projects to deliver a Unified Communications and Contact Platform (UCCP) and National Integrated Communication Control System (NICCS). This will enable and inform the wider MCE agenda and support design of a digitally enabled C3 target operating model to set out a future vision for public contact and engagement.
It also includes non-technical projects such as the Contact, Engagement and Resolution Project (CERP), to develop people, process and practice change around public contact and engagement.

Next Steps
Two of the contributing Projects (UCCP and CERP) are currently completing their respective FBC's.

5. IMPACT OF CHANGE AND BENEFITS REALISATION

5.1 In line with the agreed reporting metrics for the Transformation Portfolio benefits, below is a summary of the benefits achieved since our last update in February 2021. These outline the following elements of benefit realisation:

- Cashable Benefits;
- Officer Full Time Equivalent, (FTE) Non-Cashable Efficiencies;
- Staff FTE Non- Cashable Efficiencies.

5.2 The benefits delivered are aligned to the Target Operating Model and implementations to date support the Strategic Objectives;

- Public Safety & Wellbeing
- Positive Working Environment
- Sustainable & Adaptable Service

5.3 **Benefits Summary**

The graphs below provide a summary of the benefits that have been achieved since the last update in February 2021 with a brief update on where we are against plan:

Cashable

Cashable benefits remain at **£3.1m.**
At this point we are reporting slightly behind the planned amount by £4.5m* to date, as of FY20/21, this is due to us still validating the cashable amounts for the last financial year, we are still expecting

the full planned benefits to come in from Payroll and National Network. Validation is expected by end of August.

There is a risk that all the projected benefits of Commercial Excellence (CE) are not achieved as due to COVID19 processes and working practices have significantly changed, eg: reduced travel, reduced printing, increased reliance on our SOFT FM requirements and this will impact our ability to accurately measure the benefits based on the original baselines and assumptions. A paper is in development and will be presented separately to Change Board for discussion.

*breakdown is primarily made up of £1.6m (CE), £1.1m (Payroll) and £1.6m (National Networks).

The graphs below provide a summary of the benefits that have been achieved since the last update in February 2021
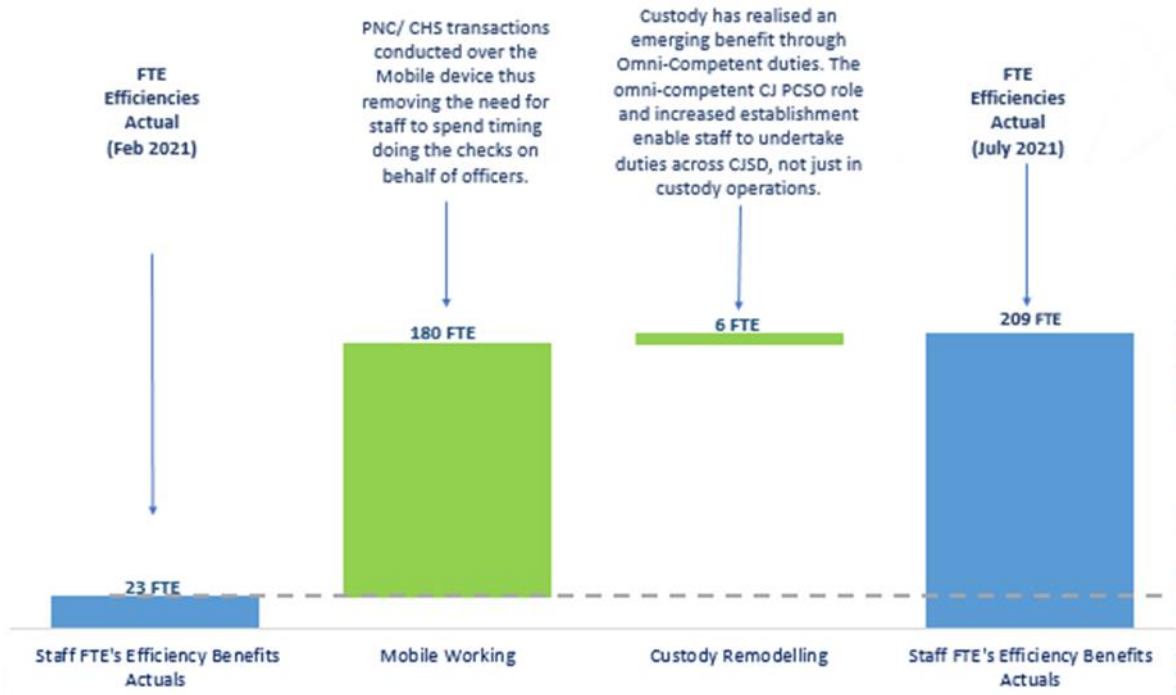
Officer FTE Efficiencies

We are ahead the planned amount by 334 FTE to date, as of FY20/21.

Note: Contact Assessment Model has achieved 184 of the 258 forecast for 19/20– further validation will be undertaken post Covid for the remaining 91 FTE (East and North Divisions).
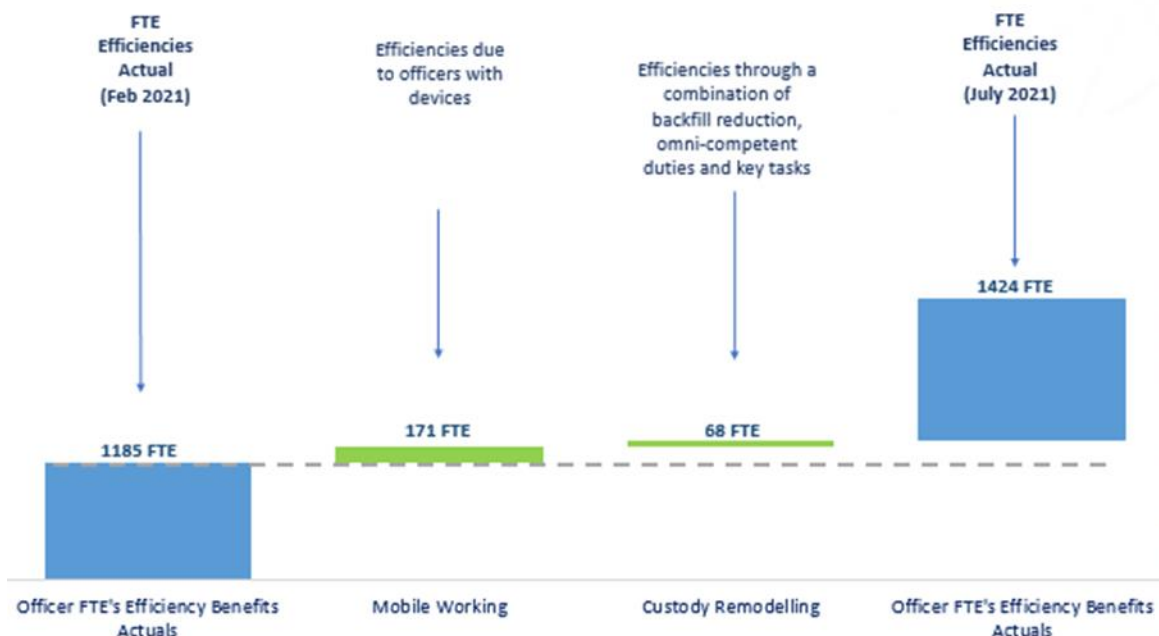
Staff FTE Efficiencies

We are ahead the planned amount by 108 Staff FTE to date, as of FY20/21.

5.3.1 In addition to monitoring the actuals we continue to monitor benefits as % of achievement per project to demonstrate where we are in relation to expected timescale for delivery as per approved business case (and any subsequent Change Requests). This detail is shared with the Change Board and SPA Resources Committee.

5.4 **Benefits to our Officers, Staff, Partners and the Public**

It should also be noted that the above metrics allow us to measure & report our benefits - it is also key that we are satisfied that our projects are making a difference to Officers, Staff, Partners and the Public.

Projects within the Portfolio have been aligned to each of the Strategic Outcomes that are identified within the Annual Policing Plan 2021/22.

The strategic outcomes describe the impact and difference Police Scotland aims to make to the lives of people in Scotland by addressing our priorities for policing. This helps us to show how we will make a positive impact through what we are doing across the service. The five strategic outcomes are directly aligned with the Joint Strategy for Policing (2020);

Below is an example of where benefit has been delivered across our people within the last few months:

5.4.1 COS – National Warrants

Purpose
The National Warrants application has been developed on the UNIFI platform, utilising the same web based user interface as National Productions. It will replace the 5 legacy Warrants applications enabling a single national process for the management of warrants.

Current Status/Activity
- The new national Warrants application was successfully implemented into D (Tayside) Division on 25 March 2021, migrating over 31000 records from the legacy UNIFI system. So far this has seen over 500 officers in D Division interacting with the new system, which has been well received.

Next Steps
- Further rollout of Warrants will be in line with National Crime and Case systems. After D Division, the next implementation will be

to N Division in late 2021 supported by Business Change impact assessments, associated training and communications.

Some additional functionality will also be included mainly covering divisional reporting and automated email notifications. Rollout to N Division will also include data migration from the legacy system

> *Chief Inspector Graham Binnie, Tayside Division, said: "The modernisation of the proven UNIFI system to provide the National Warrants Module is a great step forward and delivers a modern, straight forward and intuitive solution for the management of warrants in our division. The initial feedback from our officers and staff has been overwhelmingly positive, and I would also like to thank all the teams who have worked closely with us to help make this a success."*

6. ASSURANCE ACTIVITY UNDERTAKEN

6.1 The following provides the Board with a summary of the audits that have been undertaken across the Portfolio since February 2021.

6.2 <u>Body Worn Video Armed Policing Gateway Review</u>
<u>FBC Health check Review (May 2021) - undertaken by Scottish Government</u>

- Delivery Confidence Assessment (DCA) AMBER/GREEN.
- The Review Team commends the project team's commitment to transparency and also commends the quality of the work in the creation of the FBC.
- 5 Recommendations were highlighted; 2 of 5 recommendations are closed with the remaining 3 in progress.
- Recommendations relate mainly around scope and clarity on operational intended outcomes and benefits.

6.3 <u>Criminal Justice Services Division (CJSD) Gateway Review</u>
<u>Gate 0 Strategic Assessment (May 2021) - undertaken by Scottish Government</u>

- Delivery Confidence Assessment AMBER/GREEN.
- Programme is well-managed and well-led with those interviewed clearly energised and committed to achieving desired outcomes.
- Best practice noted: people-focussed, collaborative approach to change; inclusion of hypercare period following go-live; Absorbability Assessment; People-centric process mapping; Mitigation of staff concerns by implementing shift pattern followed by consultations.
- 8 Recommendations were highlighted and are currently in progress.

- Recommendations relate mainly to governance, establishment of a critical path, stakeholder communications and ensuring we consider lessons learned from pilots.

6.4 <u>Core Operational Solutions (COS) Phase 2 TAF Review</u>
<u>Go-Live Gate (June 2021) - undertaken by Scottish Government</u>

- Delivery Confidence Assessment AMBER/GREEN. It should be noted that a result of AMBER/GREEN is unusual at the Go-Live stage and reflects the quality of approach taken. This approach is endorsed by the Review Team as it reflects a good balance between ensuring no compromise on quality whilst remaining on schedule.
- The Review Team considers the approach developed by the programme has positioned it to achieve strategic and transformational change through the delivery of projects in an incremental and sustainable manner to be exemplary.
- The planned approach and quality of working between operational, ICT and programme functions, along with the development of governance arrangements reflects exemplary practice.
- 20 Recommendations were highlighted and are currently in progress. Originally there were 7 recommendations, however the SRO requested that all areas of improvement were highlighted to ensure that action was taken accordingly.
- Recommendations relate to ownership and identification of Benefits, consideration for future service enhancements, contingency arrangements, lifecycle roadmaps and focus on Business change.

7. FORWARD LOOK - DEVELOPING THE PORTFOLIO

7.1 Specific current portfolio implementations in the next 6 months remain limited to due to COP26:

- BWV – Armed Policing
- COS Phase 1 – Warrants
- COS Phase 2 - Insights
- Age of Criminal Responsibility (Scotland) Act 2019

In addition, in line with the strategies we will be progressing business cases in areas such as:

- UCCP
- BWV – National Solution
- Contact Engagement Resolution

8.   FINANCIAL IMPLICATIONS

8.1   There are no cost implications related to this paper.

9.   PERSONNEL IMPLICATIONS

9.1   Officers, Staff, Partners and the Public benefit from the service improvements delivered.

10.   LEGAL IMPLICATIONS

10.1   There are no legal implications associated with this paper.

11.   REPUTATIONAL IMPLICATIONS

11.1   There are no social implications associated with this paper.

12.   SOCIAL IMPLICATIONS

12.1   There are no social implications associated with this paper.

13.   COMMUNITY IMPACT

13.1   There are no community implications associated with this paper.

14.   EQUALITIES IMPLICATIONS

14.1   There are no equality implications associated with this paper.

15.   ENVIRONMENT IMPLICATIONS

15.1   There are no environment implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.