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| Meeting | Authority Meeting |
| Date | 24 February 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 content of this report.

1. BACKGROUND & SUMMARY

- 1.1 In August 2020 we provided the SPA with an overview of the Change and Transformation activities across the organisation and as agreed this report is our next 6 monthly update looking at the timeline between August 2020 and February 2021.
- 1.2 This report will focus on the activity in the last 6 months with a view towards the 6 months ahead.
- 1.3 We are currently at the later stages of the 20/21 FY and planning/building the roadmap for the 21/22 FY.

2. SUMMARY OF KEY DECISIONS IN LAST 6 MONTHS

2.1 COVID 19

In August we updated the board on the impact of COVID19 across the portfolio and since that time this has continued to be a focus for us. In January there was a further need to support the COVID19 response by making officers available for redeployment.

As we did earlier in the year, using the criteria that was shared with the Board in August, a review of the Change Portfolio was completed to ensure impact on critical projects was minimised and all resource was made available where possible to support with the various response activities.

At this time we have not paused any planned delivery. This will continue to be reviewed to ensure we have full understanding of all key impacts.

The additional potential impact to be considered is where we have paused all non-mandatory training as this may impact some of our planned deliverables e.g.: COS Modules. Where appropriate this will be discussed at the relevant governance boards and any relevant change requests will be raised to ensure visibility of any impacts on delivery plans.

2.2 2021/22 Prioritisation

To support the prioritisation for 2021/22 the current portfolio and all new requests were reviewed by representatives across the Senior Executive (CDIO Hendry, ACC Mairs, Director McMahon & Director Helliker, T/ACC P Campbell) along with Change and Finance colleagues, all activities were then rated using a matrix that incorporated five themes:

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- Strategic Threat Resolution
- Strategic Priority (Capability)
- Org Risk Reduction
- Delivering Efficiency
- Legal/Regulatory

All financial bids were then reviewed and all current and new change was then categorised into:

- Regulatory – investment to ensure compliance with new and existing legislation.
- Committed – continuation of projects already inflight where there is a contractual commitment.
- Critical – project deemed as a critical enabler or critical to strategic plans.
- Difficult to stop projects – where significant work has been undertaken to date.

All of this was then used to inform & shape discussions with the DCCs/DCO and Capital Investment Group Members. The output is currently progressing via internal governance and onto the SPA in March.

3. PROGRESS REPORT - KEY IMPLEMENTATIONS

3.1 In August we said we would provide an update on the following specific portfolio deliverable that fell between the August 2020 and February 2021 time period these included the completion and/ or implementation of:

- ✓ COS Phase 1 – Insight
- ✓ Telematics
- ✓ Microsoft Teams Roll out to c14,000 users
- ✓ Borders Policing
- ✓ Kiosks
- ✓ Automatic Number Plate Recognition (ANPR)

All of the above items have been delivered and in line with the strategies the following business cases have been approved and are being progressed:

- ✓ Mobile Working – Phase 2
- ✓ North East Division Integration

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- ✓ Transforming Corporate Services (2) (E-Recruitment and Electronic Records Management System)
- ✓ Data* (4) (Force Wide Analytics, GDPR, Master Data Management and Chief Digital Officer -Target Operating Model)
- ✓ Unified Communications and Contact Platform (business case development ongoing – see 3.8)

* A full update will be provided in relation to the Data Drives Digital Programme in the next update to the Board.

There has also been a considerable programmes of work undertaken and developed in the:

- ✓ Design & Implementation of National Body worn Video Solution
- ✓ Progression of Digital Evidence Sharing Capability

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

3.2 **Summary of key activity**

3.3 **North East Division Improvement Programme (NEDIP)**

Purpose

The NEDIP seeks to enhance the strong collaborative and integrated partnership working that exists across the North East by providing opportunities for greater collaboration and integration through co-location making services more accessible, sustainable, efficient and effective for the public. The Project is closely aligned to the principles of "Serving a Changing Scotland" and the Estates Strategy 2019, where service redesign is a key deliverable and will require a close partnership with Aberdeen City Council at their Marischal College premises, while additional opportunities for collaborative, integrated and co-located services will be pursued with Aberdeenshire Council along with NHS Grampian.

Current Status/Activity

In terms of critical path delivery, the project continues in delivery phase, with building works (Phase 1) now underway in both Marischal College and Woodhill House. The remaining buildings in the programme fall into Phase 2. The completed technical design plans have been sent by our appointed design consultant to our contractor in order to receive accurate costs.

The NEDIP Project was subject to a Gateway review, Gate 4, Readiness for Service early February and received a positive report reflecting the complexity and challenges of COVID to a Construction

project. Review Team gave an overall delivery confidence assessment of Amber-Green.

Next Steps

The project continues in the delivery phase.

3.4 Mobile Working (MW) Phase 2

Purpose

MW Phase 1 implemented devices and suite of policing apps to over 10,000 first response officers and 150 Forensics Scene Examiners, enabling more time to be spent in communities and supporting productivity benefits. The Full Business Case for MW Phase 2 was approved in August 2020, seeking to rollout further devices to officers in specialist divisions excluded from phase 1

Current Status/Activity

- Project team resources in place, including ICT, Procurement and Finance specialist support together with key stakeholders.
- Governance structure in place through the Digitally Enabled Policing Programme
- Funding of £2.1M capital allocated
- Project plan in place
- Initial order placed with suppliers BT/EE to value of £1.3M for 3146 mobile phones and 1248 tablets
- Activity in course to support implementation, divisional engagement underway in preparation

Next Steps

- Business change activity to support rollout, trainer availability, training scheduling and asset tagging of devices
- Devices due to be delivered in March from supplier, enabling implementation from April 2021
- Key risk currently regarding impacts of non-essential training moratorium in support of Operation Talla, which may delay implementation

3.5 Transform Corporate Support Services (TCSS)

Purpose

The TCSS Programme includes the design & implementation of the agreed Target Operating Model (TOM) for all corporate functions and Force Wide Middle Office (FWMOR).

Current Status/Activity

Electronic Document & Records Management

This project includes the conversion of a significant volume of paper HR documents to digital records. A solution has been specified, procured and in December approved for implementation.

ERecruitment

The introduction of a candidate facing IT solution along with good practice processes, to support the recruitment of both officers and staff within the SPA and Police Scotland). A solution has been specified, procured and in December approved for implementation.

APU Redesign

This project will develop a TOM design for Analytical support. It will provide a clear mechanism and plan to address recommendations made by the force executive and HMICS. An IBC has been prepared and has entered into PS assurance and governance

FWMOR Redesign

This project will develop a TOM for Divisional support.

Next Steps

- Complete the implementation of EDRMS and eRecruitment projects (systems, processes and org change)
- Progress the APU Transformation IBC through the appropriate assurance and governance and progress to FBC
- Finalise the capture of the current state baseline and develop the TOM for FWMOR

3.6 Body Worn Video (BWV)

Purpose

The purpose of BWV is twofold:

- 1) Consideration, Design & Delivery of an interim BWV solution to c550 Armed Policing officers in time for COP26
- 2) Consideration, Design & Delivery of a national strategic BWV solution that would deliver devices to circa 10,657 front line uniformed officers (Constables, Sergeants and Inspectors)

Current Status/Activity

- Funding allocated to support implementation of Armed Policing BWV solution and development of national BWV solution
- Project team mobilised and in place, key stakeholders identified and engaged to support
- Plan drafted to support rollout of Armed Policing and development of national BWV
- Governance established, through the Digitally Enabled Policing Programme

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- Joint Police Scotland/SPA strategy drafted
- Three key early deliverables in course to support Armed Policing implementation of BWV:
 - Public engagement survey
 - Evaluation of existing Solutions
 - Requirements definition

These three deliverables will complete by the end of February.

Next Steps

Development of tender documentation to identify and procure supplier for Armed Policing solution. Leading on to Design & Implementation Plans.

3.7 Digital Evidence Sharing Capability (DESC)

Purpose

The DESC project aims to act as a vehicle to support transformation & Innovation across the Criminal Justice Sector. To deliver a service to collect and share digital evidence at every stage of a criminal case and prosecution across the justice sector.

Current Status/Activity

- Procurement continues under Scottish Government (SG) control
- Under Police Scotland the pace of activity has accelerated to meet timelines for contract award
- Resource demand planning underway with SG
- Agreement with partners on scope, priorities and capability (Minimum Viable Product)
- Understanding and defining scope and benefits of a Digital Asset Management System / Digital Evidence Management System as part of DESC.

Next Steps

- Complete Procurement with Contract Award May/June 2021
- Prepare to On-board resources required to deliver
- Develop and Prioritise follow-on Phase(s) deliverables
- Agree terms for transition and novation of contract to SPA

3.8 UCCP

Purpose

Police Scotland is looking to procure a modern, unified communications platform with Omni Channel contact centre capability that will replace our existing office telephony, contact platforms, workforce optimisation, call recording, voicemail, call logging, SMS

and PSTN Services. The Project will also introduce new services to Police Scotland in the form of analytics.

Current Status/Activity

- Focus over last few months has been on gathering requirements & completing Sourcing Strategy
- This work allowed the project to issue the UCCP ITT on 20 January 2021 in line with project milestone.
- Issued to Crown Commercial Services Network Services 2 RM3808 Framework – Lot 10
- Clarification process currently open through to 02 March

Next Steps

- ITT closure date 06 April and then evaluation of supplier bids will be undertaken
- Preparation of Final Business Case for submission to relevant governance boards with current aim to have contract award October 2021

4. IMPACT OF CHANGE AND BENEFITS REALISATION

4.1 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 August 2020. These outline the following elements of benefit realisation:

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

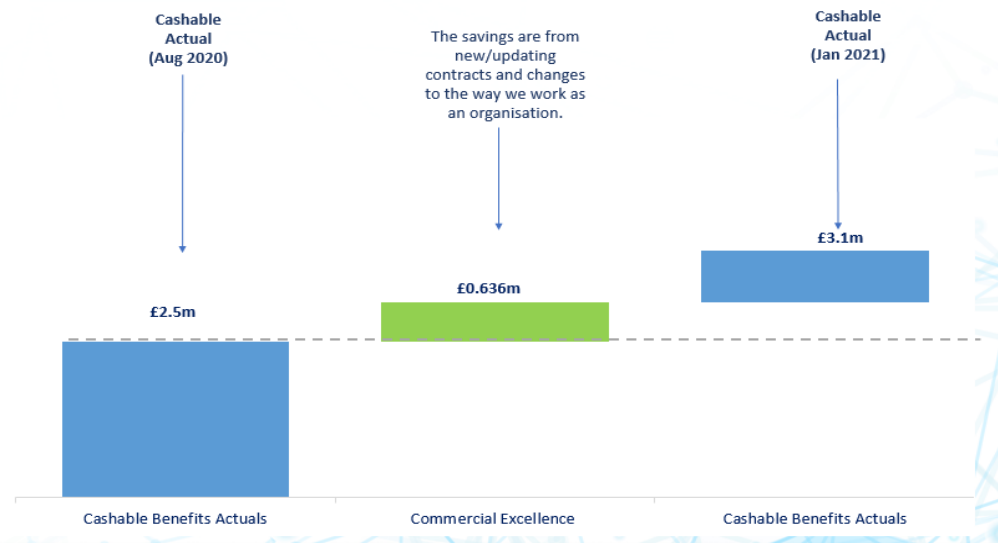
4.2 The benefits delivered are aligned to the Target Operating Model and implementations to date support the Strategic Objectives;

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

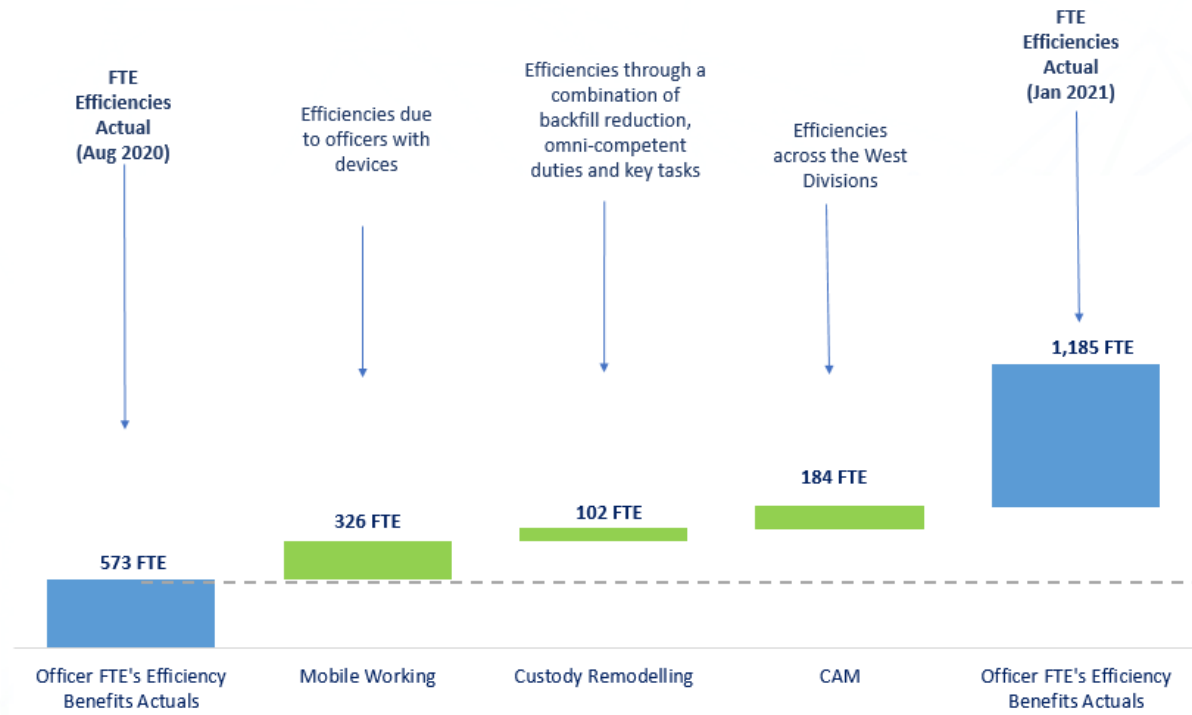
4.3 Benefits Summary

The graphs below provide a summary of the benefits that have been achieved since the last update in August 2020:

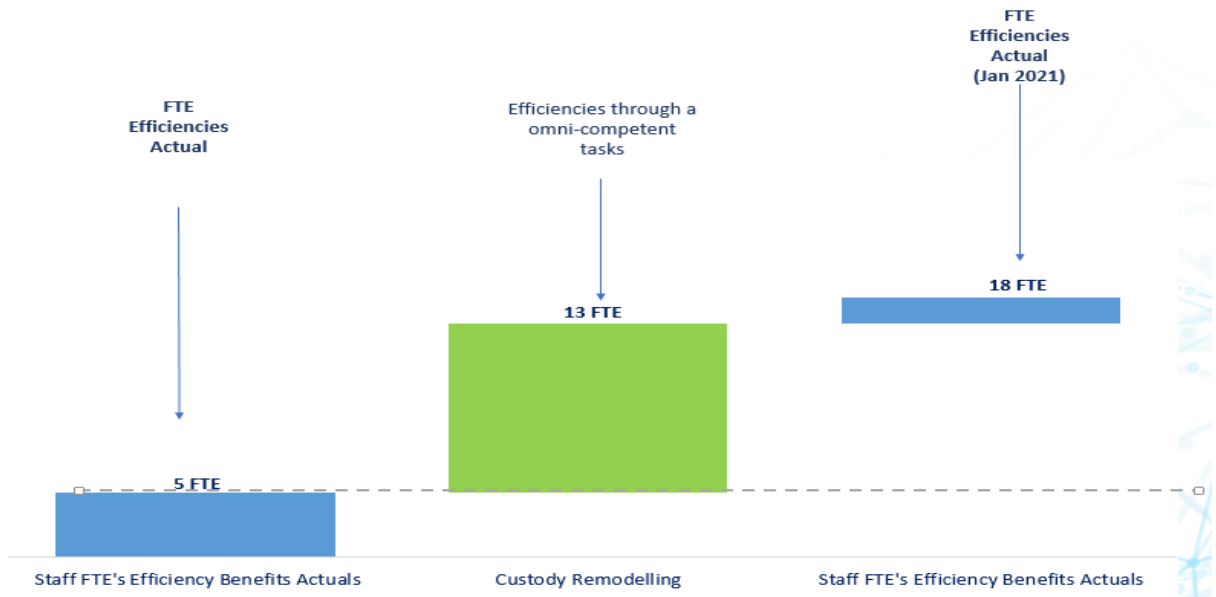
Cashable



Officer FTE Efficiencies



Staff FTE Efficiencies



4.3.1 In addition to monitoring the actuals we continue to monitor benefits as % of achievement per project in line with approved business case (and any subsequent Change Requests) and this detail is shared with the Change Board and SPA Resources Committee.

4.4 **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.

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

4.4.1 **MS Teams**

Purpose

Accelerated deployment of Microsoft Teams to 14,000 staff to support & enable new ways of working as a direct result of the COVID19 pandemic. To provide improved internal and external collaboration and communication while aiding the virtual remote working model.

What's been delivered?

The project commenced in September 2020 and as of 10 February 2021 has deployed Teams to 13,300 staff across various divisions.

Impact

By deploying Microsoft Teams, we have provided best-of-breed collaboration tools to respond to the increased demand and social distancing challenges brought by the COVID19 pandemic. Since its deployment it has been used to facilitate a number of Police Scotland and SPA senior meetings, interviews as part of the recruitment process for new ACC's, SPRM appeal hearings and even enhanced engagement with the public through its use by the C3 resolution team. It is now becoming a vital part of the toolset staff require to carry out their day to day duties. Its use continues to grow day by day and demand for it continues at a similar pace. In the current COVID19 climate it has enable staff to continue to operate as if they were office based. This has enabled the realisation of benefits linked with estate running costs but more importantly to the wellbeing of staff as well.

C3 Learning and Development Manager Comments:

The group chat facility is very beneficial to my team. With 15 Learning and Development staff across the country and the amount of classroom time they do it is virtually impossible to get meetings, catch ups or share ideas. Even request something and get a quick response. This basic element will.

- a) Speed everything up*
- b) Become more efficient in terms of not having to scroll through loads of emails at the end of the day or beginning of the next day (pre class)*
- c) Save money in terms of both overtime and travel / expenses in the future getting everyone together.*

The innovative element in the current climate that I am looking at are for contingencies in terms of L&D Officers supporting delivery from different locations if I need it e.g. An L&D constable in Dundee helping with a Govan course if I have unexpected absence. Setting us up as a team will enhance this situation / process / communication.

This will also allow L&D Officers to deliver training across sites. What I am looking at is a session with a trainer and delegates say in Bilston, however through teams a number of delegates are sat in Govan doing the same course. It opens up many avenues for training delivery, coaching and support especially in line with my divisional L&D strategy

It has also proven to be a valuable tool and effective medium for remote working. Group meetings have been maintained to a high degree through the enhanced quality of the features available.

It has also been pivotal in the continuation of project work elements requiring 3rd party support due to the fact that the medium of choice by 3rd parties is Teams. This has allowed Demo's and Workshops to continue in an effective manner thus aiding the scheduling process for in flight projects.

5. ASSURANCE ACTIVITY UNDERTAKEN

5.1 The following provides the Board with a summary of the audits that have been undertaken across the Portfolio since August 2020.

5.2 Benefit Realisation and Efficiency Targets Audit (July/August 2020) – Undertaken by Azets

- It was noted that Police Scotland has articulated the planned and forecast benefits expected and that the processes and approach continue to develop and mature satisfactorily alongside monitoring, delivery and reporting.
- This audit highlighted 11 recommendations, 2 of which have already been closed.
- The areas of focus for the remaining recommendations are primarily around the ability to demonstrate the links between demand, productivity creation and performance outcomes.

5.3 Core Operational Solutions (COS) (DEP Programme), Delivery Gate Technical Assurance Framework (TAF) (October 2020) – Undertaken by Scottish Government

- This review observed good practice in Project Management disciplines and methods reflect an exemplar in the public sector and the robust management re budget allocated.
- 8 recommendations were highlighted, to date 3 have been completed.
- The main area of focus for the recommendations identified were regarding the requirement for continued testing in order to achieve the Phase 2 COS deliverables and our contingency around the dependency on the supplier.

5.4 National Integrated Communications Control System Project (NICCS) Delivery Gate TAF (9-11th November 2020) – undertaken by Scottish Government

- The Review Team found that the project is overall well positioned to successfully deliver the aims of upgrading and replacing the existing multiple ICCS within Police Scotland with a single National ICCS. The planning and delivery to date will ensure the implementation of the technology that will underpin the national service
- Highlighted 5 recommendations, 1 of which is proposed for closure

- The remaining recommendations were in relation to stakeholder/supplier engagement and supporting activity to ensure timeline achieved.

5.5 Unified Communications and Contact Platform (UCCP), Pre-Procurement Gate Light Touch TAF (January 2021) – undertaken by Scottish Government

- Good practice noted that Learning from experience of other similar projects was ongoing, excellent stakeholder engagement and the establishment of an open and collaborative project culture.
- 3 recommendations were highlighted and are being currently progressed.
- The recommendations are to ensure that correct level of visibility and scrutiny across the organisation and that the Business Case clearly articulates the delivery approach.

5.6 NEDIP Gateway Review, Gate 4 Readiness for Service, (February 2021) – undertaken by Scottish Government

- It was noted that the project is undertaking one of the most complex and challenging real estate and working practices transformations in Scotland and has been well led, managed and governed throughout, using best practice programme and project management techniques and a robust documentation set.
- There were 3 recommendations which will be progressed.
- The main areas of focus in the recommendations were regarding the lease agreements and ensuring that there is a longer term multi agency outlook.

6. FORWARD LOOK - DEVELOPING THE PORTOFOLIO

- 6.1 The portfolio continues to be developed in line with Strategy, Design, Organisational Ambition and Operational needs. As such the portfolio of programmes and projects will be enabled and supported by available resource and funding.

As per our update in August this will continue to evolve in line with known and unknown demand such as the UN Climate Change Conference (COP26), ongoing impacts of COVID-19 and other situational or operational demands.

- 6.2 Specific current portfolio deliverables in the next 6 months include the completion and/ or implementation of:

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- SPRM
- COS Phase 1 – Warrants
- Mobile Working – Phase 2
- BWV – Interim Solution

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

- UCCP
- TCSS – APU Redesign
- BWV – National Solution

There is also considerable programmes of work currently being considered/developed in areas such as:

- Cyber Strategy implementation planning
- Modernised Contact & Engagement
- Review & Refresh of PS Digital, Data ICT strategy

7. DESIGN

Substantial work has been completed in both development and standing up of the Design Capability but also promoting and supporting opportunities to be design led.

With a focus across People, Technology, Data and Capability – Products are developing in conjunction with supporting processes to enable business areas to engage and gain value from design support.

Design work progressing at all levels but areas of particular note are Cyber, Intelligence, NEDIP & Fleet Transformation.

At a National Organisation level there is considerable effort underway to further mature the approach to Design, Demand and Resource management with the establishment of a new board (Demand, Design & Resources Board) which will provide strategic oversight and direction across these three areas.

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 reputational 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 is no community impact 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 content of this report.