



Meeting	SPA Resources Committee
Date	13 August 2024
Location	Video Conference
Title of Paper	Benefits Realisation Process
Presented By	Andrew Hendry, Chief Digital Information Officer (CDIO)
Recommendation to Members	Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to inform members of the ongoing work within Police Scotland to enhance our benefits realisation process and to better inform the Scottish Police Authority of the scale, scope and timeline of benefits realised through organisational change activities.

Members are invited to discuss the contents of the report.

1 BACKGROUND

- 1.1. Police Scotland recognises the importance of an effective benefits realisation process that contributes to the development of a sustainable policing model. This paper provides details of the ongoing work to develop an enhanced benefits realisation process across the organisation which delivers a holistic view of benefits and enables a stronger narrative around achievements of both planned and emerging benefits.

2 UPDATE

- 2.1. Following feedback and engagement with the Scottish Police Authority, Police Scotland has acknowledged that its current industry standard process for benefits realisation could be further enhanced with improvements to tracking and monitoring methods. To deliver this, a Benefits Realisation Working Group has been established, under the auspices of the wider Operation Evolve programme of work.
- 2.2. The Operation Evolve Benefits Realisation Working Group membership includes representation from Local Policing, Portfolio Delivery, Demand and Productivity, Data Strategy and Performance and Finance.
- 2.3. The current benefits process consists of projects identifying quantitative and/or qualitative benefits and where the as-is measures can be identified and validated. Thereafter benefits profiles, benefit realisation plans and benefits owners are agreed and approved along with the appropriate level of business case (i.e. BJC or FBC). As benefits are realised, they are reported through PMG & Change Board.
- 2.4. The remit of the Operation Evolve Benefits Realisation Working Group is to refine this current process by improving governance, data collection and accountability, ensuring that benefits are reinvested through a formalised decision-making process and in a method that creates best value for the public.
- 2.5. To deliver upon this remit, three distinct workstreams have been identified, each with a named senior workstream lead.
 - Benefit Owner development - To provide benefit owners with the knowledge and toolsets to deliver on agreed benefits and outcomes.

- Benefit Tracking and reporting in the operational environment
- To link to activities not managed under the current benefits management process.
- Exploration of reporting products to support wider narrative to enhance current reporting metrics.

2.6. The group aims to complete its work towards the end of 2024 and will provide regular progress updates to the Authority via the Resources Committee.

3 FINANCIAL IMPLICATIONS

At this stage there are no financial implications as a result of this report. It is acknowledged that there needs to be a strong link between the delivery of cashable benefits and financial planning/budget setting, and that this should be defined as part of the enhanced benefits tracking process.

4 PERSONNEL IMPLICATIONS

4.1. At this stage there are no personnel implications in this report, however, it is acknowledged that a revised and improved business process may require additional resource in the future.

5 LEGAL IMPLICATIONS

5.1. There are no legal implications in this report.

6 REPUTATIONAL IMPLICATIONS

6.1. There are no reputational implications in this report.

7 SOCIAL IMPLICATIONS

7.1. There are no social implications in this report.

8 COMMUNITY IMPACT

8.1. There are no community implications in this report.

9 EQUALITIES IMPLICATIONS

9.1. There are no equality implications in this report.

10 ENVIRONMENT IMPLICATIONS

10.1. There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of the report.