

<b>Meeting</b>	<b>SPA Resources Committee</b>
<b>Date</b>	<b>18 December 2020</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Transformation Programme Benefits Tracking Q2 Update Report</b>
<b>Presented By</b>	<b>Andrew Hendry, Chief Digital Information Officer Kerri Maciver, Head of Portfolio Management</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes Appendix A - Portfolio Benefits Overview</b>

#### **PURPOSE**

The purpose of this report is to provide members of the Scottish Police Authority Resources Committee with an update in relation to the ongoing Benefits Management and tracking within the Police Scotland change Programme.

Members are invited to discuss the contents of this report.

## 1. BACKGROUND

- 1.1 Police Scotland transformation programme delivers a number of different types of benefit as part of the Serving a Changing Scotland strategy.
- 1.2 Attached at **Appendix A** is a summary of the tracked benefits from 2017/18 through to 2021/22 with forecasts provided.

## 2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 In June 2020 we provide the Authority an update on the transformational benefits (2017/18 – 2021/22) created to date in regards to Cashable, Officer FTE and Staff FTE savings and this report is to provide a summary of the progress and detail any movements since that report.

To ensure appropriate scrutiny is applied in relation to any movement on benefits there is a full report taken to Police Scotland Change Board each month along with any relevant Change Requests.

### 2.2 Summary of Changes since June:

**The following is a summary of the changes in benefits since our last update in June:**

- Cashable Planned values have changed from £13.4m to £14.2m
- Cashable Forecast Values have changed from £13.4m to £15.3m
- Cashable Actuals have changed from £2.5m to £3.1m
- Officer FTE Efficiencies Planned have changed from 1370 to 1377
- Officer FTE Efficiencies Forecast have changed from 1254 to 1246
- Officer FTE Efficiencies Actuals have changed from 573 to 1168
- Staff FTE Efficiencies - No Change since June

**The full detail is in the relevant sections below.**

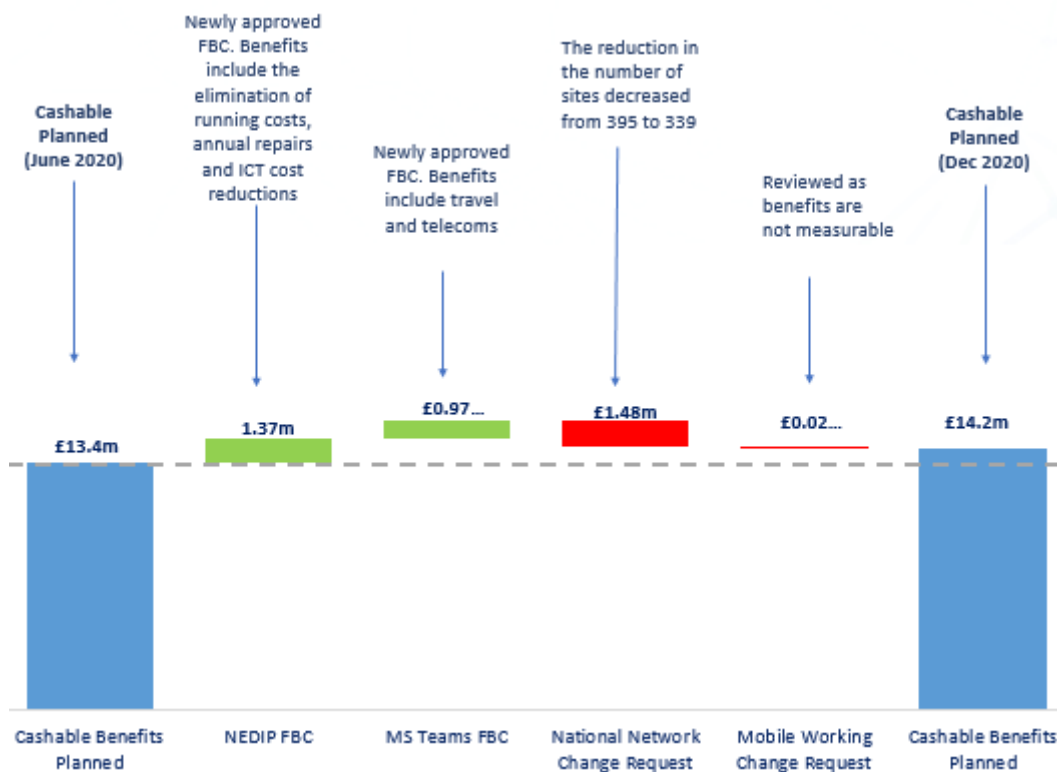
- 2.3 The benefits delivered are aligned to the Target Operating Model and implementations to date support the following Strategic Objectives;

- Improved public contact, engagement and activity
- Public Safety & Wellbeing
- Positive Working Environment
- Sustainable & Adaptable Service

## 2.4 Cashable Benefits - 5 Year Summary

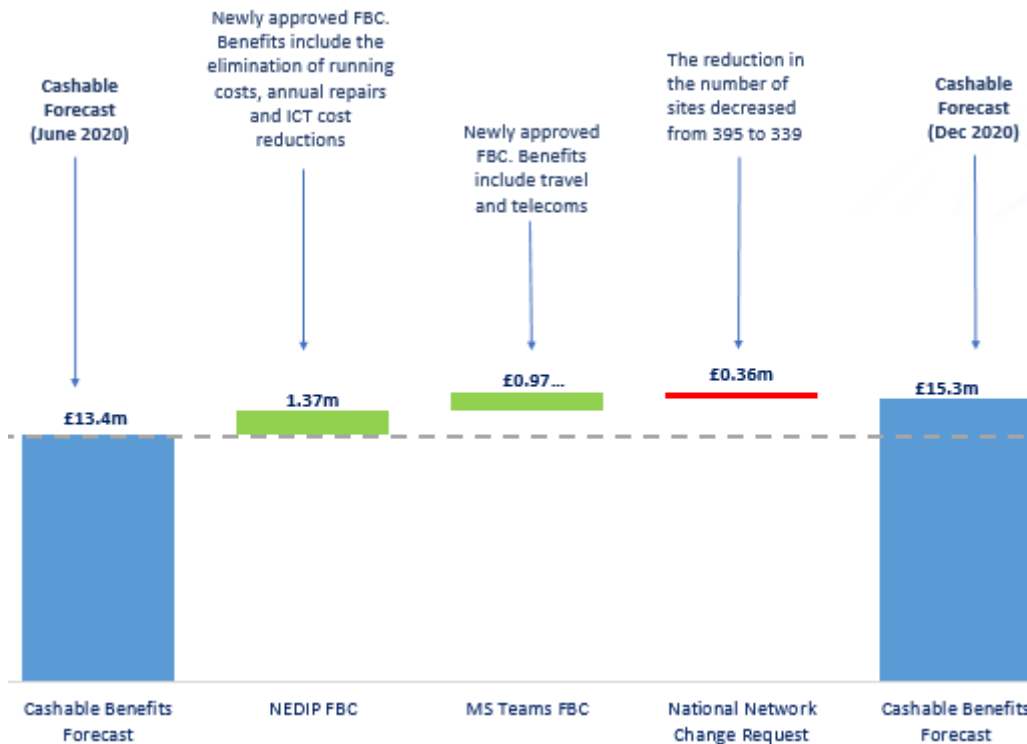
### Planned:

For the Portfolio timeline of 2017/18 to 2021/22, we are currently reporting a planned value for Cashable Benefits for the Transformation Portfolio of **£14.2m** (as at June 2020 £13.4m). The table below shows the changes to the planned values since our last report in June 2020:



## Forecast:

We are reporting a Forecast value for Cashable Benefits of **£15.3m** (as at June £13.4m). The table below shows the changes to the forecast values since our last report in June 2020:



## Actuals: (Increase of £0.636m)

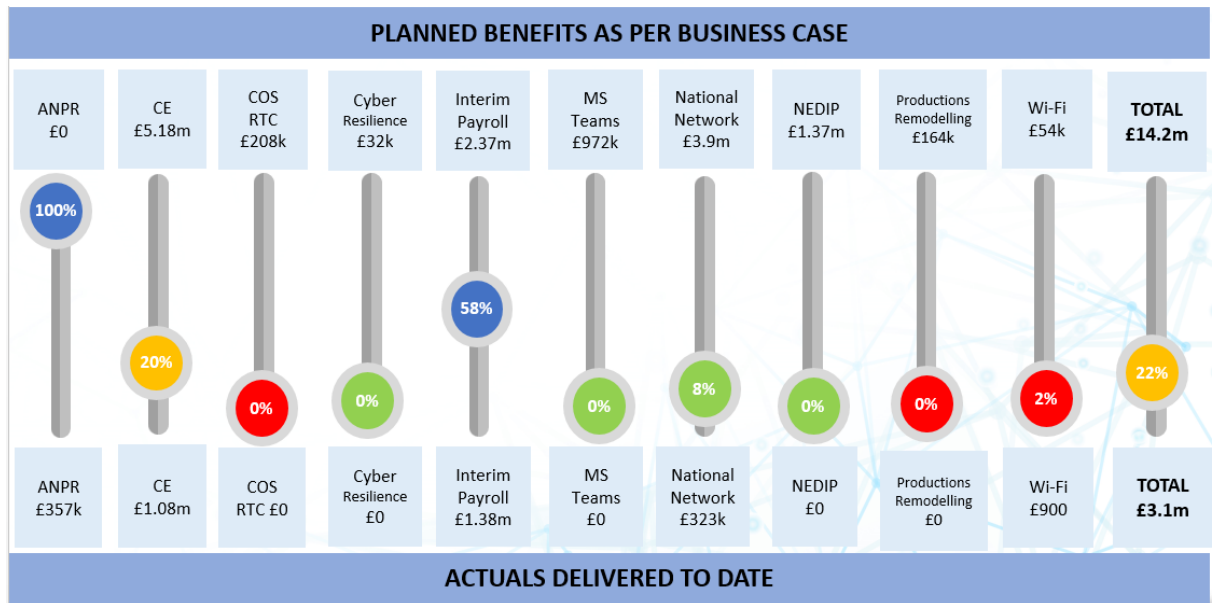
The only change in cashable actuals since June relates to Commercial Excellence (CE) Programme which has realised an additional £0.636m from various initiatives, additional savings from Soft FM (Phase 1) CE initiative, which is forecasting a value of £0.188m is currently in the process of being validated by Finance.

All reported cashable values have been validated by Finance, amounting to a total of **£3.1m** (as at June £2.5m). Breakdown is shown in Appendix A.

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To demonstrate progress against business case the information below has been added to show the % of benefit each project has delivered and these have been given the following BRAG status:

- Blue Ahead of schedule/Exceeded
- Red Not achieved/Delayed/ CR expected
- Amber Behind schedule/still forecast for delivery
- Green On schedule

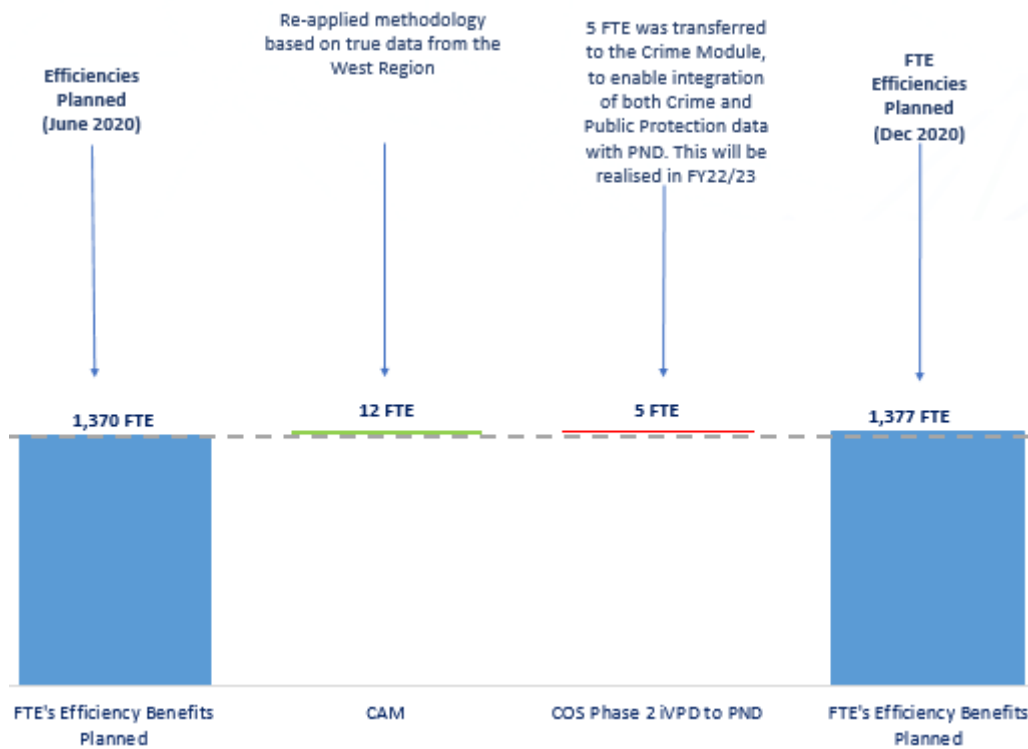


**Note:** COS RTC and Productions Remodelling are undertaking further analysis to validate the anticipated benefits. A Change Request to remove any further benefits for Wi-Fi is being progressed via internal governance.

## 2.5 Non-Cashable Officer FTE Efficiencies - 5 Year Summary

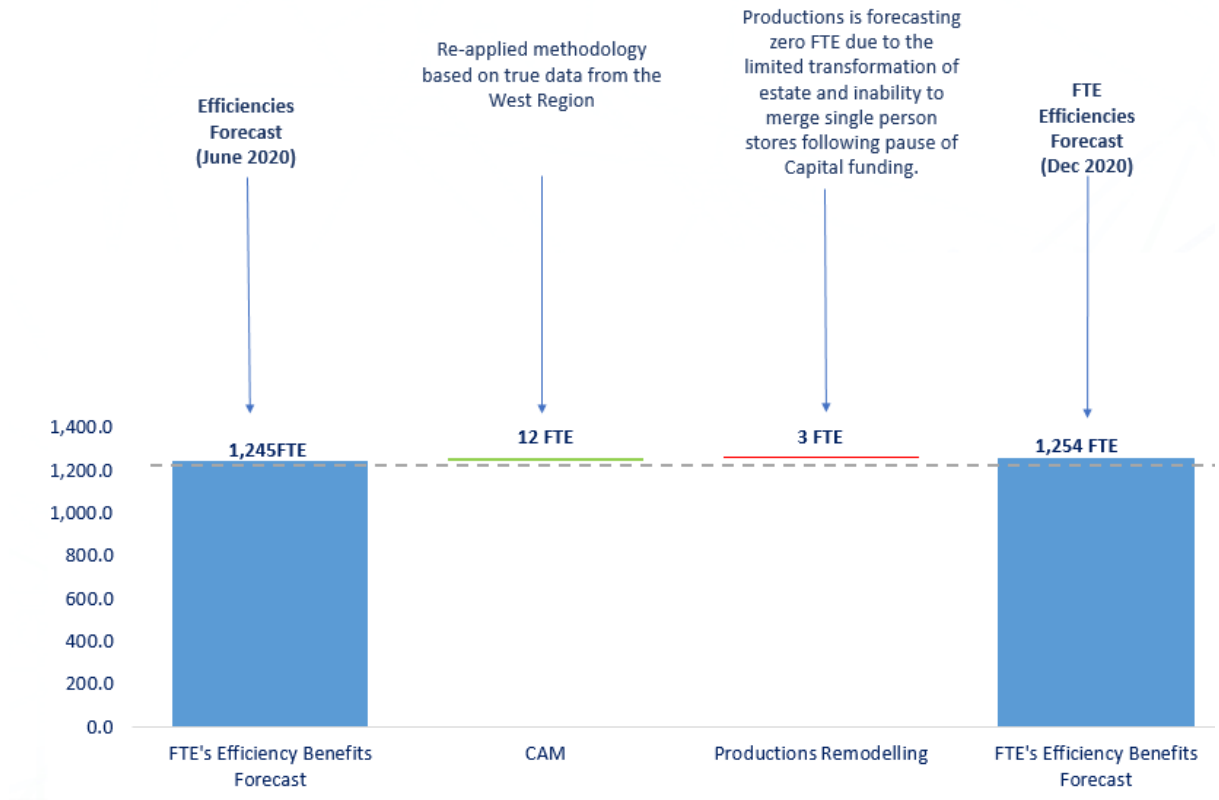
### Planned:

For the Portfolio timeline of 2017/18 to 2021/22, the planned value for Officer Efficiencies is **1377 Officer FTE** (as at June 1370 FTE).



**Forecast:**

Forecast value for officer efficiencies is **1254 Officer FTE** (as at June 1245 FTE).



**Actuals:**

Total actual Officer FTE total values to date is **1168 Officer FTE** (as at June 573 FTE) made up of:

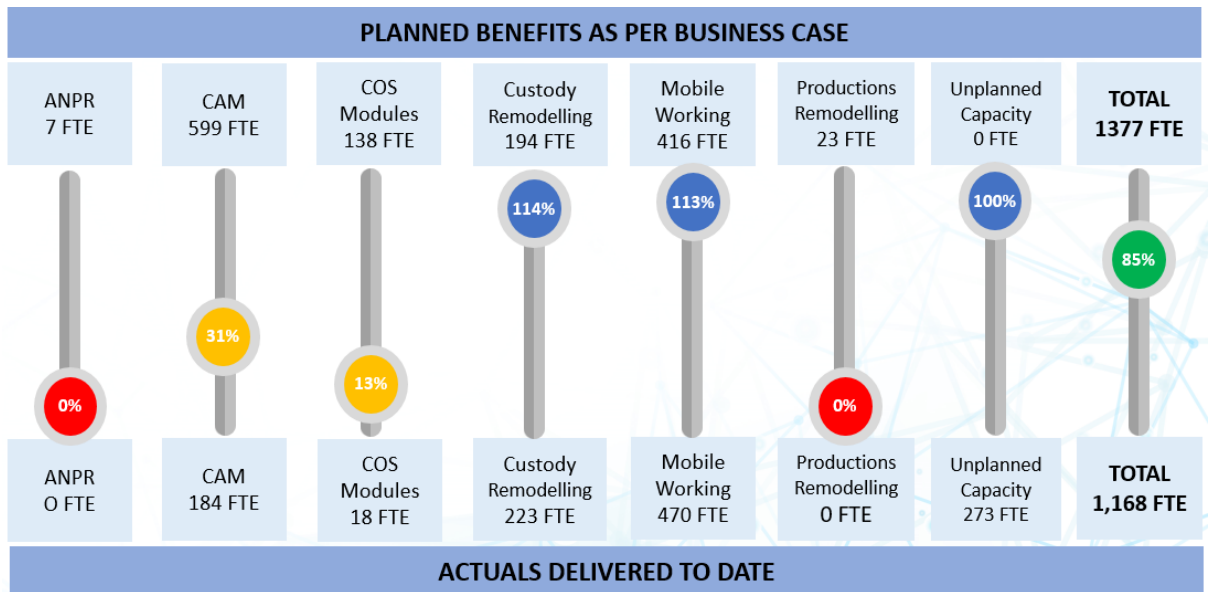


**Note:** CAM has achieved 184 of the 275 forecast for 19/20 (formal validation is to be submitted to the PMO) – further validation will be undertaken post Covid for the remaining 91 FTE (East and North Divisions).

The DEPP team are currently undertaking analysis on the COS modules and a Change Request will be presented in due course to reflect the position of the projects.



Planned Officer FTE benefits as % of achievement per project:



**Note:** Productions Remodelling are undertaking further analysis to validate the anticipated benefits. ANPR are currently updating the benefits position and this will be submitted in due course.

## 2.6 Non - Cashable Staff FTE Efficiencies – 5 Year Summary (No change)

### Planned:

For the Portfolio timeline of 2017/18 to 2021/22, the planned value for Staff efficiencies remains at **238 Staff FTE**.

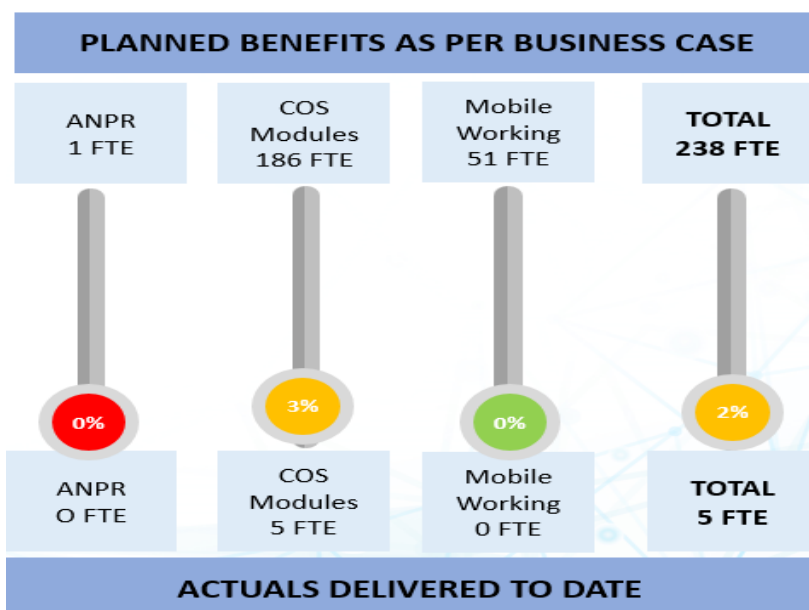
### Forecast:

Forecast value for officer efficiencies remains at **238 Staff FTE**.

### Actuals:

Total actual Staff FTE total to date remains at **5 FTE**

Planned Staff FTE benefits as % of achievement per project:



**Note:** ANPR are currently updating the benefits position and this will be submitted in due course.

## 2.7 Risks

It should also be noted that:

- Benefits are subject to change throughout the project lifecycle and where relevant a Change Request would be presented through the agreed governance processes. For example this can be driven by alternative solutions being found, Business Priorities changing or Change in scope. This has potential to be either positive or negative impact.
- Forecasts become more accurate as we start to deliver the projects and may change in year.

## 2.8 Qualitative Benefits

The ambition is to increase the level of quantitative data to evidence qualitative benefits. This will take time to mature, but greater focus will be placed on this in business cases going forward.

## 2.9 Realisation of Benefits

Benefits realisation mechanism is currently under review, examining how we need to account for the changing Operating Environment, Organisational Strategy and increasingly complex transformation

activities that come with the more mature and substantial business cases we are seeking to deliver within a national context.

Links to Organisational Design at the start, during and end of the Change & Transformation journey is key to ensuring that we maintain a Design Led approach alongside Organisational Strategy, Operating Model, ambition and real world realities while being aware of financial pressures.

It is also key to respect the boundaries around the design & identification of benefits, realisation of subsequent organisational design changes and impacts when it comes to service delivery, deployment and workforce design.

We will continue to keep the authority informed of this review and this will feature in the next Oversight of Change update planned for February 2021.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no cost implications related to this paper. Any Financial implications are set out within the individual business cases.

### **4. PERSONNEL IMPLICATIONS**

4.1 There are no personal implications related to this paper. Any personnel implications are set out within the individual business cases.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications associated with this paper.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There maybe reputational risk depending on we use utilise our efficiency benefits.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this paper.

### **8. COMMUNITY IMPACT**

8.1 There are no community implications associated with this paper.

## **9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications associated with this paper.

## **10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environment implications associated with this paper.

### **RECOMMENDATIONS**

Members are invited to discuss the contents of this report.

# Portfolio Benefits Overview

## Appendix A

### SPA Resources Committee

#### 18 December 2020

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Andrew Hendry – Chief Digital Information Officer  
Kerri Maciver – Head of Portfolio Management

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# Portfolio breakdown of the Benefits as per Full Business Case

The following slides provide a breakdown of the benefits as identified within the Programme/Project Business Cases\*.

This is the ‘planned’ value that we use as the basis of our reporting.

The table is the total benefit values across all the Projects within the Portfolio.

As per the benefits framework these consist of three components;

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

Programme	Project	Cashable (£)	Officer Efficiencies (FTE)	Staff Efficiencies (FTE)
	ANPR	£0	7	1
Local Policing Programme	CAM	£0	599	0
	NEDIP	£10,973,301	0	0
Commercial Excellence	Commercial Excellence	£6,268,214	0	0
Corporate Services	Interim Payroll	£2,372,291	0	0
Digitally Enabled Policing	COS Case	£0	9	27
	COS Crime	£0	96	97
	COS Direct Measures	£0	-2	19
	COS Missing Persons	£0	20	5
	COS Productions	£0	11	38
	COS RTC	£705,840	4	9
	COS Warrants	£0	5	12
	Mobile Working	£0	416	61
	<b>Sub Total</b>		<b>£705,840</b>	<b>559</b>
Criminal Justice Services Division	Custody Remodelling	£0	193	0
	Productions Remodelling	£185,600	23	0
	<b>Sub Total</b>	<b>£185,600</b>	<b>216</b>	<b>0</b>
ICT	National Network	£9,753,091	0	0
	NICCS	£3,698,148	0	0
	Cyber Resilience	£151,420	0	0
	MS Teams	£3,888,046	0	0
	WiFi	£72,168	0	0
	<b>Sub Total</b>	<b>£17,562,873</b>	<b>0</b>	<b>0</b>
<b>Total</b>		<b>£38,068,119</b>	<b>1,381</b>	<b>269</b>

\*Further detailed work to breakdown the Officer/Staff Efficiencies into Capacity and Productivity has since been undertaken.

Portfolio Benefits have a timeline of 2017/18 to 2029/30.

Please note, the values recorded are as per Business Case, prior to the introduction of Capacity and Productivity. The Portfolio Benefits are all reporting Productivity with the following actuals categorised as Capacity: 135 FTE from Custody Remodelling in FY 18/19 as per the IPT and the 138 FTE from out with the Portfolio in FY 17/18-18/19.

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# Project breakdown as per Business Case- Cashable Benefits

This slide is a breakdown of the planned 'Cashable' benefits per year. The key Cashable Benefits within the Portfolio relate to the following;

## NEDIP

- Elimination of running costs
- Elimination of annual repairs
- ICT Cost Reductions

## Commercial Excellence

- Reducing third party spend
- Printing Costs
- Postage Costs

## Interim Payroll

- License costs
- Staff Costs

## Nat Net

- Elimination of Contracts

## NICCS

- Elimination of Contract

Project	17/18	18/19	19/20	20/21	21/22	22 Onwards	Total
Commercial Excellence	£36,345	£417,285	£952,235B	£1,561,987	£2,221,293	£1,079,069	£6,268,214
COS RTC	£0	£0	£41,520	£83,040	£83,040	£498,240	£705,840
Cyber Resilience	£0	£0	£0	£250	£31,887	£119,283	£151,420
Interim Payroll	£0	£255,750A	£1,051,185C	£1,065,356	£0	£0	£2,372,291
NEDIP	£0	£0	£0	£52,625	£1,319,076	£9,601,600	£10,973,301
National Network	£0	£0	£322,970	£1,627,649	£1,950,618	£5,851,854	£9,753,091
MS Teams	£0	£0	£0	£0	£972,012	£2,916,036	£3,888,048
NICCS	£0	£0	£0	£0	£0	£3,698,148	£3,698,148
Productions Remodelling	£0	£100,000	£21,400	£21,400	£21,400	£21,400	£185,600
WiFi	£0	£3,247	£14,241D	£18,227	£18,227	£18,227	£72,168
ANPR Emerging Benefit Forecast	£0	£59,000	£298,065	£454,135	£454,135	£0	£1,265,335
<b>Planned Total</b>	<b>£36,345</b>	<b>£776,282</b>	<b>£2,403,551</b>	<b>£4,430,534</b>	<b>£6,617,553</b>	<b>£23,803,857</b>	<b>£38,068,119</b>
<b>Forecast Total</b>	<b>£36,345</b>	<b>£771,952</b>	<b>£2,648,659</b>	<b>£4,887,982</b>	<b>£7,034,221</b>	<b>£23,766,390</b>	<b>£39,145,549</b>
<b>Actual Realised</b>	<b>£36,345</b>	<b>£830,952</b>	<b>£2,290,797</b>	<b>£0</b>	<b>£0</b>	<b>£0</b>	<b>£3,158,094</b>

A -Interim Payroll realised £355k.

B- Commercial Excellence realised £636k.

C- Interim Payroll realised £1,032,789.

D- Wi-Fi has realised £900.

The grey values highlighted are in reference to Benefits Reporting Metrics.

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# Project breakdown as per Business Case- Officer FTE Efficiencies

This slide is a breakdown of the planned 'Officer FTE Efficiencies' benefits per year. The key Officer FTE Benefits within the Portfolio relate to the following;

## CAM

- Introduction of Resolution Team
- Through elimination of Demand Failure

## COS

- Direct officer input
- Reduction in rekeying
- Transferable officer workload
- Consistency of data

## Custody Remodelling

- Reduction in backfill

## Mobile Working

- PNC Driving Licence Enquiry
- Person templates completed
- Vehicle templates completed
- Crime reports taken
- Witness statements recorded
- Recorded Police Warnings
- CRASH reports taken

Project	17/18	18/19	19/20	20/21	21/22	22 Onwards	Total
ANPR	0	0	7	0	0	0	7
CAM	0	0	275E	324	0	0	599
COS Case	0	0	0	5	4	0	9
COS Crime	0	0	0	54	38	5	97
COS Direct Measures	0	0	0	-2	0	0	-2
COS Missing Persons	0	5	15F	0	0	0	20
COS Productions	0	0B	8	4	0	0	12
COS RTC	0	0	2G	2	0	0	4
COS Warrants	0	0	0	4	1	0	5
Custody Remodelling	0	29C	165H	0	0J	0	194
Mobile Working	0	0	78I	130	208K	0	416
Productions Remodelling	0	1	18	3	0	0	22
<b>Planned Total</b>	<b>0</b>	<b>35</b>	<b>568</b>	<b>523</b>	<b>250</b>	<b>5</b>	<b>1381</b>
<b>Forecast Total</b>	<b>0</b>	<b>35</b>	<b>440</b>	<b>528</b>	<b>250</b>	<b>5</b>	<b>1258</b>
<b>Actual Realised</b>	<b>107A</b>	<b>175D</b>	<b>477</b>	<b>409</b>	<b>0</b>	<b>0</b>	<b>1168</b>

A-Business As Usual identified 107 FTE, out with the Portfolio. (Capacity)

B- COS Productions realised 2 FTE. (Productivity)

C- Custody Remodelling realised 137 FTE. (135 FTE Capacity and 2 FTE Productivity)

D- local improvement activity out with the Portfolio identified 20 FTE, and Forensics Analysts realised 11 FTE (Capacity)

E- CAM realised 184 FTE. (Productivity)

F- COS Missing Persons has realised 10 FTE. (Productivity)

G- COS RTC has realised 1 FTE. (Productivity)

H- Custody Remodelling has realised 138 FTE. (Productivity)

I- Mobile Working has realised 144 FTE. (Productivity)

J- Custody realised 83 FTE. (Productivity)

K- Mobile Working has realised 326 FTE. (Productivity)

The grey values highlighted are in reference to Benefits Reporting Metrics.

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# Project breakdown as per Business Case- Staff FTE Efficiencies

This slide is a breakdown of the planned 'Staff FTE Efficiencies' benefits per year. The key Staff FTE Benefits within the Portfolio relate to the following;

## Mobile Working

Reduction in time spent by Forensic Services;

- uploading and downloading job details during their shift
- duplicating job information passed via telephone during their shift

## COS Modules

- Reduction in rekeying
- Transferable Staff workload
- Consistency of data

Project	17/18	18/19	19/20	20/21	21/22	22 Onwards	Total
ANPR	0	0	1	0	0	0	1
COS Case	0	0	0	0	22	5	27
COS Crime	0	0	0	0	81	16	97
COS Direct Measures	0	0	0	14	5	0	19
COS Missing Persons	0	0	2 <sup>A</sup>	3	0	0	5
COS Productions	0	0	0	35	3	0	38
COS RTC	0	0	4 <sup>B</sup>	4	0	0	8
COS Warrants	0	0	0	1	11	0	12
Mobile Working	0	0	0	36	15	11	62
<b>Planned Total</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>93</b>	<b>137</b>	<b>32</b>	<b>269</b>
<b>Forecast Total</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>93</b>	<b>137</b>	<b>32</b>	<b>269</b>
<b>Actual Realised</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5</b>

A- COS Missing Persons realised 4 FTE.

B- COS RTC has realised 1 FTE.

The grey values highlighted are in reference to Benefits Reporting Metrics.

# Measurement of Benefits

The creation of the suite of reporting metrics for the Transformation Portfolio benefits has been to report three elements of benefit realisation:

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

Each of these three elements has:

- A **Planned value**, taken directly from the original estimates within the approved Business Cases. The Business Case establishes the baseline situation immediately before implementation (the AS-IS) and how it will be changed after the benefit has been delivered (the TO-BE). An accurate and measurable baseline is essential for planning the enabling changes and business changes which will be required for successful delivery of the project/ programme outcomes and realisation of the benefits.
- A **Forecast value**, as projected by Programme Managers/Project Managers and Finance is updated on a regular basis to provide more accurate reporting. Projects complete the forecast values on a monthly basis within the Highlight report for the current Financial Year. It is important to note, that if the forecast values are deviating from the planned, then a Change Request may be required, depending on the thresholds outlined within the Change Control process. An example could be that an planned activity is exceeding expectation of planned value.
- An **Actual value** which demonstrates actual benefits realised to date. Benefits will have a diverse range of measures and differing realisation timescales.
- Each of the projects will indicate within their Business Cases when we expect benefits will be realised. In some cases if there is a phased rollout, benefits will be realised approx. 1-3 months post implementation or it could be that the benefits will not be realised until all phases have went live. Again, all depending of the scope and the nature of the projects within the Portfolio.

The benefits approach was agreed at the Change Board in December 2019, including that we would report benefits in line with our Financial reporting, this means presenting a 3 year view, allowing for more meaningful and accurate reporting. We do however maintain a full 12 year forecast.