

Meeting	SPA Resources Committee
Date	16 June 2020
Location	Videoconference
Title of Paper	Productivity Improvements and Operational Capacity Gains Monitoring
Presented By	Andrew Hendry, Chief Digital Information Manager Kerri Maciver, Head of Portfolio Management
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Benefits Summary Appendix B – SPA Resources Benefits Update

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 content of this paper.

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

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

Each of these elements has:

- o A planned value, taken directly from the original estimates within the approved Business Cases;
- o A Forecast value, as projected by both Project Managers (PMs) and Finance.
- o An Actual value which demonstrates actual benefits realised to date.

2.2 This Month's Summary:

- o Please find below a summary of the 5 year benefit view, full detail in Appendix A.
- o This month the key changes to note are:
 - a) Increase in Cashable Benefits of £1.6m.
 - b) Increase in Officer Efficiencies delivered increased by 140 FTE and
 - c) Increase of Staff Efficiencies by 2 FTE.

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

2.4 Cashable Benefits - 5 Year Summary

Planned:

For the Portfolio timeline of 2017/18 to 2021/22, we are reporting a planned value for Cashable Benefits for the Transformation Portfolio of **£13.4m.**

Forecast:

We are reporting a Forecast value for Cashable Benefits of **£13.4m.** (The makeup of the forecast has been subject to change, primarily around Payroll and National Networks however overall the forecast remains static at £13.4m, it should be noted that the majority of this benefit (£9.8m) being is due to deliver in future years and still subject to change)

Actuals: (Increase of £1.6m this month)

- o Interim Payroll has realised £1.03m due to License Costs and Staff posts savings.
- o National Network has realised £0.323k due to the ceasing of existing contracts.
- o ANPR has realised emerging benefits of £0.298k due to the elimination of remaining legacy contracts.

Total actual Cashable total to date of **£2.5m** made up of:

17/18 actual values of:	
	£36k Commercial Excellence
18/19 actual values of (£0.831m):	
	£59k from ANPR,
	£355k from the Interim Payrol Project
	£417k from Commercial Excellence.
19/20 actual values (£1.6m to date*):	
	£1.03m from the Interim Payroll Project
	£323k from National Network
	£298k from ANPR.

*19/20 values are still being finalised, all in line with forecast

Note: With the exception of the Commercial Excellence benefits still planned for 19/20 (currently being validated) these benefits are in line with expectations to date.

The majority of the forecast in this area will be realised in 20/21 and 21/22 due to the continued benefits from Payroll and National Network projects.

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 **1369 Officer FTE**.

Forecast:

Forecast value for officer efficiencies is **1246 Officer FTE**.

Actuals: (Increase of 140 FTE this month)

- o Custody Remodelling has realised **136 Officer FTE efficiencies** due to the following;
 - a) Reduction of Police Officer backfill requirements due to the introduction of CJ Hubs, a national custody operating model, increased staff mobility across the estate and estate rationalisation.
 - b) Operation Nexus (Foreign National database) tasks are now completed by CJSD staff instead of the arresting officers who were previously responsible.
 - c) CJ Samples- a) CJSD staff within the Kitty Brewster and Inverness CJ Hubs now complete (Fingerprints, Photograph and DNA2) instead of arresting officers and b) at the Dundee CJ Hub, staff who only previously captured Fingerprints and Photographs, now also capture DNA2 samples.
 - d) Prisoner Tasks- Where capacity exists, custody staff can undertake 'additional prisoner tasks' such as constant observations, custody escorts and prisoner medication uplifts rather than abstracting a Police Officer to undertake these duties.
 - e) Omni-Competent Duties- The Omni-competent CJ PCSO role and increased establishment enable staff to undertake duties across CJSD, not just in custody operations. During 'off peak' periods CJ PCSO can be deployed to perform a wide range of Productions and Records tasks.
- o COS Missing Persons has realised **3 Officer FTE** due to the re-use of data creating efficiencies.
- o COS RTC has realised **1 Officer FTE** due to the reduction in re-keying.

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Total actual Officer FTE total values to date is **573** made up of:

17/18 Efficiency actuals (107):	
	107 FTE were gained in movement of officers from back to front office.
18/19 Capacity actuals (166):	
	11 FTE Forensic Specialists,
	20 FTE Local improvement activity and
	135 FTE Custody Remodelling.
18/19 Productivity actuals (9):	
	2 FTE Productions Unifi roll-out,
	2 FTE Custody Remodelling and
	5 FTE COS Missing Persons.
19/20 Productivity actuals (291 to date*):	
	1 FTE COS RTC,
	10 FTE COS Missing Persons,
	136 FTE Custody Remodelling and
	144 FTE Mobile Working.

*19/20 values are still being finalised. HMICS have signed off the 2017/18 & 2018/19 values.

Note: With the exception of the Contract Assessment Model (CAM) benefits still planned for 19/20 (currently being validated) these benefits are in line with expectations to date.

The majority of the forecast still to be realised in this area is in relation to CAM and Mobile Working in 20/21 and 21/22.

2.6 Non - Cashable Staff FTE Efficiencies – 5 Year Summary

Planned:

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

Forecast:

Forecast value for officer efficiencies is **238 Staff FTE**.

Actuals: (Increase of 2 FTE this month)

- o COS Missing Persons has realised **1 Staff FTE** due to the re-use of data creating efficiencies.
- o COS RTC has realised **1 Staff FTE** due to the reduction re-keying by RTC Staff.

Total actual Staff FTE total to date is **5** made up of:

19/20 Productivity actuals (to date)	
	4 FTE from COS Missing Persons and
	1FTE from COS RTC.

Note: Benefits to date are in line with expectations.

The majority of the forecast in this area will be realised in 20/21 and 21/22 due to the implementation of various Core Operational Solution Modules.

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** - To date benefits reporting has focused primarily on quantitative benefits. However, qualitative benefits are equally as important. 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.

3. FINANCIAL IMPLICATIONS

3.1 There are no cost implications related to this paper.

4. PERSONNEL IMPLICATIONS

4.1 Officers and staff benefit from the service improvements delivered.

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.

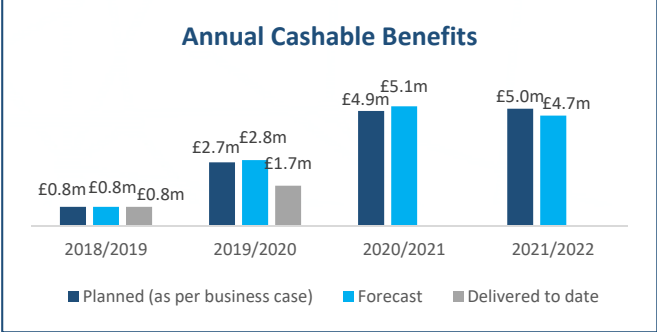
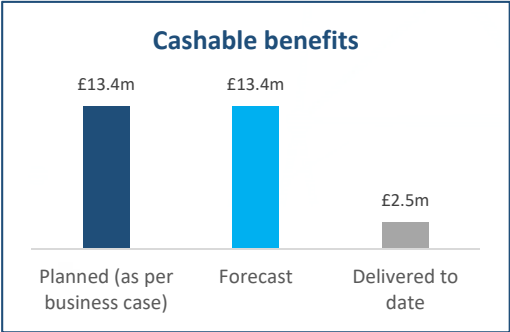
10. ENVIRONMENT IMPLICATIONS

10.1 There are no environment implications associated with this paper.

RECOMMENDATIONS

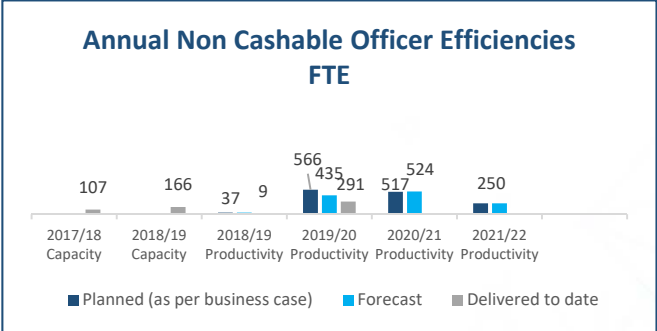
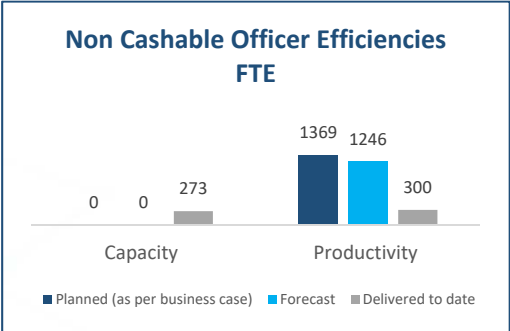
Members are invited to discuss the content of this report.

Portfolio Benefits Overview 2017/18 to 2021/22

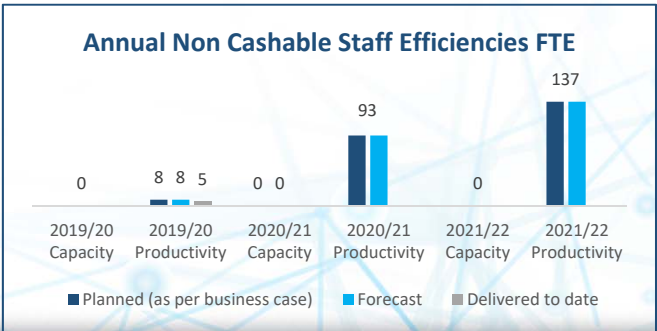
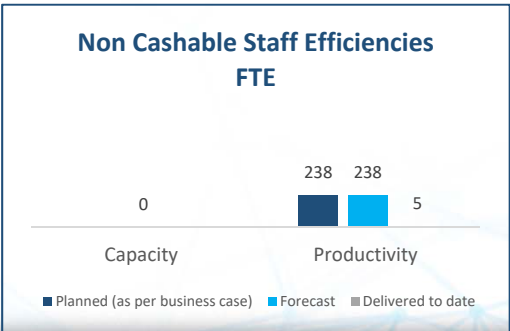


The following projects have realised benefits for FY 19/20;

- ↑ Nat Net has realised £323k due to the ceasing of existing contracts.
- ↑ Payroll has realised £1m due to License Costs and Staff posts savings.
- ↑ ANPR has identified emerging benefits of £298k due to the elimination of remaining legacy contracts.
- ↑ Wi-Fi has realised £900 due to the ceasing of legacy broadband contracts. Additional 19/20 actuals will be available once Year End activities conclude.
- ➡ The variance between Planned and Forecast is due to;
 - ➡ The Cybercrime Wi-Fi initiative only producing savings from the ceasing of four of the existing six contracts.
 - ➡ Nat Net does not take in to account new rental costs.
 - ➡ CJSD Productions scanners have not been purchased, with paper ledgers still being used.



- ↑ Custody Remodelling has realised 136 FTE creating efficiencies due to the reduction in backfill and key tasks.
- ↑ COS RTC has realised 1 FTE due to the reduction in re-keying.
- ↑ COS Missing Persons has realised 3 FTE due to the re-use of data creating efficiencies.
- ➡ 20 officer FTE efficiencies have been gained from local improvement activity out with the Portfolio, 107 Officer FTE efficiencies were gained in the movement of officers from back to front office and 11 Forensic Analyst
- The variance between planned and forecast benefits is due to;
 - ➡ COS (iVPD) to PND experiencing delays with a Change Request expected, which will incorporate deliverables as part of Unifi Crime.
 - ➡ COS Productions benefits for 19/20 will be realised in 20/21 due to a delay to the original planned rollout date.



- ↑ COS Missing Persons has realised 4 FTE due to the re-use of data creating efficiencies.
- ↑ COS RTC has realised 1 FTE due to the reduction in re-keying by RTC Staff.

Portfolio Benefits Overview SPA Resources Committee 16th June 2020

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

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Executive Summary

As requested by the SPA Resources Committee the following pack looks to provide Assurance that Police Scotland is managing the benefits across the Transformation Portfolio.

The following slides are included in this pack:

1. Breakdown of all benefits per project as per approved Business Case
2. Summary of Cashable, FTE & Staff Efficiencies Benefits to show:
 - a) Total per year
 - b) Total Planned for last 3 years
 - c) Total Forecast for last 3 years
 - d) Total Actual for last 3 years
3. Summary of Change Controls that have been approved
4. Risks
5. Monthly Actuals Summary
6. Case studies of Benefits realised by, Commercial Excellence and Staff Pay and Reward Modernisation Projects
7. Appendices:
 - a) Measurement of Benefits
 - b) Framework for managing benefits
 - c) Benefits Process
 - d) Resource Allocation Process
 - e) Current and Future Planning & Allocation approach

Breakdown of Portfolio Benefits

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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.

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

Programme	Project	Cashable (£)	Officer Efficiencies (FTE)	Staff Efficiencies (FTE)
	ANPR	£0	7	1
Local Policing Programme	CAM	£0	587	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	92	97
	COS Direct Measures	£0	-2	19
	COS Ivpd	£0	5	0
	COS Missing Persons	£0	20	5
	COS Productions	£0	11	38
	COS RTC	£705,840	4	9
	COS Warrants	£0	5	12
	Mobile Working	£21,000	416	61
		Sub Total	£726,840	560
Criminal Justice Services Division	Custody Remodelling	£0	193	0
	Productions Remodelling	£185,600	23	0
	Sub Total	£185,600	216	0
ICT	National Network	£13,390,935	0	0
	NICCS	£3,698,148	0	0
	Cyber Resilience	£151,420	0	0
	WiFi	£72,168	0	0
	Sub Total	£17,312,671	0	0
	Total	£26,865,616	1,370	269

* Portfolio Benefits have a timeline of 2017/18 to 2027/28.

Project breakdown as per Business Case- Cashable Benefits

This slide is a breakdown of the planned 'Cashable' benefits per year. In addition this shows the total for the last 3 years. The key Cashable Benefits within the Portfolio relate to the following;

Commercial Excellence

- Reducing third party spend
- Printing Costs
- Postage Costs

Interim Payroll

- License costs
- Staff Costs

Nat Net

- Elimination of Contracts

NICCS

- Elimination of Contracts

3 Year View

Project	17/18	18/19	19/20	3 Year View			20/21	21/22	22 Onwards	Total
				3 Year Planned	3 Year Forecast	3 Year Actual TD				
Commercial Excellence	£36,345	£417,285	£952,235	£1,405,865	£1,405,865	£453,630	£1,561,987	£2,221,293	£1,079,069	£6,268,214
COS RTC	£0	£0	£41,520	£41,520	£41,520	£0	£83,040	£83,040	£498,240	£705,840
Cyber Resilience	£0	£0	£0	£0	£0	£0	£250	£31,887	£119,283	£151,420
Interim Payroll	£0	£255,750A	£1,051,185B	£1,306,935	£1,387,456	£1,387,456	£1,065,356	£0	£0	£2,372,291
Mobile Working	£0	£0	£3,000	£3,000	£0	£0	£6,000	£6,000	£6,000	£21,000
National Network	£0	£0	£661,231C	£661,231	£473,086	£322,970	£2,096,956	£2,658,187	£7,974,561	£13,390,935
NICCS	£0	£0	£0	£0	£0	£0	£0	£0	£3,698,148	£3,698,148
Productions Remodelling	£0	£100,000	£21,400	£121,400	£0	£0	£21,400	£21,400	£21,400	£185,600
WiFi	£0	£3,247	£14,241D	£17,488	£1,080	£900	£18,227	£18,227	£18,227	£72,169
ANPR Emerging Benefit Forecast	£0	£59,000	£298,065	£0	£298,065	£357,065	£454,135	£454,135	£0	£1,265,335
Planned Total	£36,345	£776,282	£2,744,812	£3,557,439			£4,853,216	£5,040,034	£13,414,928	£26,865,617
Forecast Total	£36,345	£771,952	£2,798,775		£3,607,072		£5,110,568	£4,695,375	£11,089,480	£24,502,495
Actual Realised	£36,345	£830,952	£1,654,724			£2,522,021	£0	£0	£0	£2,522,021

A -Interim Payroll realised £355k.
 B- Interim Payroll realised £1,032,789.
 C- National Network realised £323k.
 D- Wi-Fi has realised £900.

19/20 Benefits are still being finalised

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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;

3 Year View

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	3 Year View			20/21	21/22	22 Onwards	Total
				3 Year Planned	3 Year Forecast	3 Year Actual TD				
ANPR	0	0	7	7	7	0	0	0	0	7
CAM	0	0	270	270	270	0	317	0	0	587
COS Case	0	0	0	0	0	0	5	4	0	9
COS Crime	0	0	0	0	0	0	54	38	0	92
COS Direct Measures	0	0	0	0	0	0	-2	0	0	-2
COS Ivpd	0	1	3	4	1	0	0	0	0	4
COS Missing Persons	0	5	15C	20	20	15	0	0	0	20
COS Productions	0	0A	8	8	1	2	4	0	0	12
COS RTC	0	0	2D	2	2	1	2	0	0	4
COS Warrants	0	0	0	0	0	0	4	1	0	5
Custody Remodelling	0	29B	165E	194	92	273	0	0	0	194
Mobile Working	0	0	78F	78	78	144	130	208	0	416
Productions Remodelling	0	1	18	19	0	0	3	0	0	22
Benefits out with Portfolio	107	31	0	0	0	138	0	0	0	138G
Planned Total	0	36	566	602			517	251	0	1370
Forecast Total	0	36	435		471		524	251	0	1246
Actual Realised	107	175	291			573	0	0	0	573

A- COS Productions realised 2 FTE.

B- Custody Remodelling realised 137 FTE.

C- COS Missing Persons has realised 10 FTE.

D- COS RTC has realised 1 FTE.

E- Custody Remodelling has realised 136 FTE.

F- Mobile Working has realised 144 FTE.

G- Benefits out with the out with the Portfolio are not included as part of the Planned or Forecasted values.

19/20 Benefits are still being finalised

Note: 2017/18 & 2018/19 actuals have been validated by HMICS

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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

3 Year View

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

A- COS Missing Persons realised 4 FTE.

B- COS RTC has realised 1 FTE.

19/20 Benefits are still being finalised

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Change Control- Cashable Benefits

This slide shows where there has been a Change Request approved for any changes to benefits.

The only significant change we have approved was for Commercial Excellence (CE). The CE FBC was approved in April 2017 with anticipated benefits of £16.5m.

The opportunities that were identified across a wide range of projects/initiatives were estimated to deliver between £8.5 million – £26.3 million cashable revenue savings (cumulative) over a five year period by addressing third party spend. This figure does not account for the cost of the implementation programme and is inclusive of VAT.

In October 2018 a Change Request was submitted reducing the baseline to **£11.4m**. The key drivers for this change included: impact of VAT, delay in starting Programme and removal of initiatives that were no longer viable.

In October 2019 a further Change Request was submitted reducing the baseline to **£6.3m**. The key drivers for this change request included: removal of initiatives, the impact of non-delivery of the benefits associated primarily with SOFT FM1 contract and based on the 'True Up' financial exercise undertaken.

Project	Business Case Cashable (£)	Change Request Cashable (£)	Change Request Cashable (£)	Current Cashable Values (£)
ANPR	£0			£0
CAM	£0			£0
Commercial Excellence	£16,475,900	£11,444,360	£6,268,214	£6,268,214
COS Case	£0			£0
COS Crime	£0			£0
COS Direct Measures	£0			£0
COS Ivpd	£0			£0
COS Missing Persons	£0			£0
COS Productions	£0			£0
COS RTC	£705,840			£705,840
COS Warrants	£0			£0
Custody Remodelling	£0			£0
Cyber Resilience	£151,420			£151,420
Interim Payroll	£2,372,291			£2,372,291
Mobile Working	£21,400			£21,000
National Network	£13,390,935			£13,390,935
NICCS	£3,698,148			£3,698,148
Productions Remodelling	£185,600			£185,600
WiFi	£72,168			£72,168
Total	£37,073,702	£11,444,360	£6,268,214	£26,865,616

* Portfolio Benefits have a timeline of 2017/18 to 2027/28.

Change Control- Officer FTE Efficiencies Breakdown

Custody Remodelling FBC was approved in May 2018 which had Officer FTE efficiency of 222 FTE.

A Change Request was submitted and approved in October 2019, reducing the baseline in Officer Efficiencies down 193 FTE over a two year period as opposed to the initial anticipated three year evaluation.

However to date the saving has actually materialised into 273 FTE (as per slide 6)

Project	Business Case Officer Efficiencies (FTE)	Change Request Officer Efficiencies (FTE)	Current Officer Efficiencies (FTE)
ANPR	7		7
CAM	587		587
Commercial Excellence	0		0
COS Case	9		9
COS Crime	92		92
COS Direct Measures	-2		-2
COS Ivpd	5		5
COS Missing Persons	20		20
COS Productions	11		11
COS RTC	4		4
COS Warrants	5		5
Custody Remodelling	222	193	193
Cyber Resilience	0		0
Interim Payroll	0		0
Mobile Working	416		416
National Network	0		0
NICCS	0		0
Productions Remodelling	23		23
WiFi	0		0
Total	1398	193	1,370

Note: There have been no Change Requests with regards to Staff FTE

* Portfolio Benefits have a timeline of 2017/18 to 2027/28.

Risks/Issues

Throughout the Project lifecycle benefits (both forecast and actuals) are subject to change.

A Change Control process has been adopted where Projects will be required to produce a Change Request when there is a deviation from the original value stipulated within the Business Case. This can be either a positive or negative impact on the anticipated benefits.

The following risks have been highlighted below in relation to Benefits Realisation:

1. There is a risk that due to the ongoing COVID-19 situation some projects within the Portfolio will not deliver their forecasted benefits for this FY.
 - a) Projects are currently undertaking impact assessments due to COVID- 19
2. There is a risk that where there is a change of Scope due to either the solution or the business requirements that this can impact benefits
 - a) This is monitored ongoing via Projects and Portfolio Management Office
3. There is a risk the Productions will not realise it full benefits within agreed timescales
 - a) An impact assessment is being finalised and a Change Request will follow in the coming months
4. There is an issue that the CAM benefit methodology will not allow us to measure the benefits accurately in line with the agreed Business Case due to the impact of COVID-19
 - a) Project undertaking an impact assessment due to COVID-19, a revised methodology maybe required

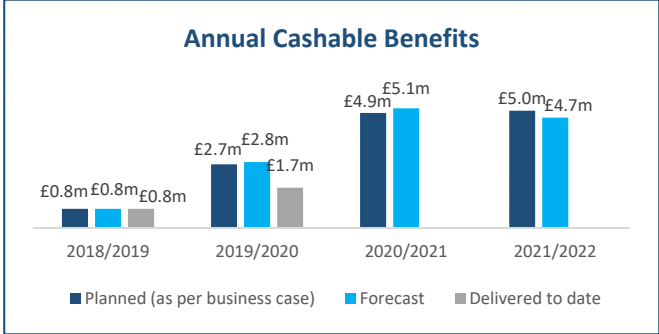
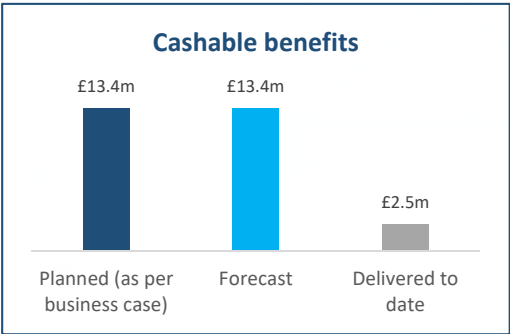
Actual Benefits Reporting

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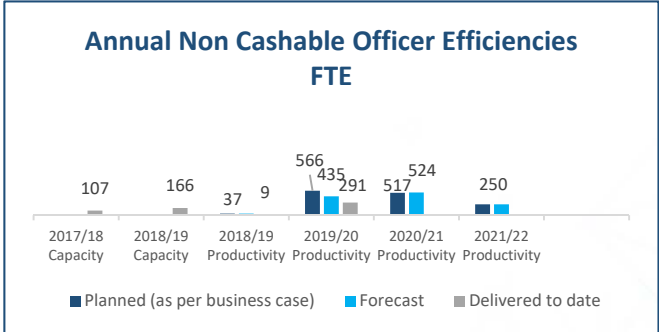
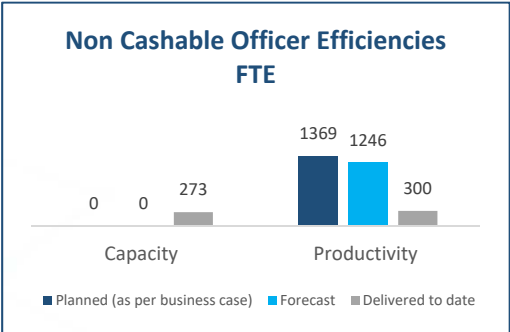
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Portfolio Benefits Overview 2017/18 to 2021/22

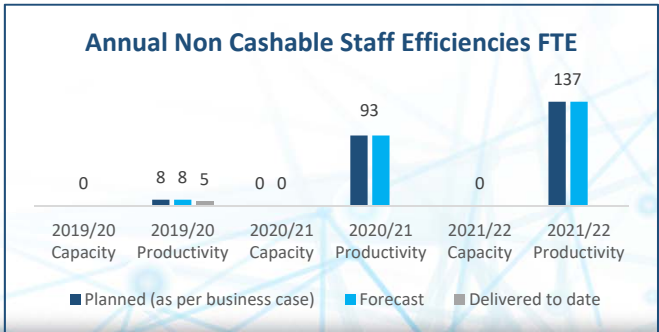
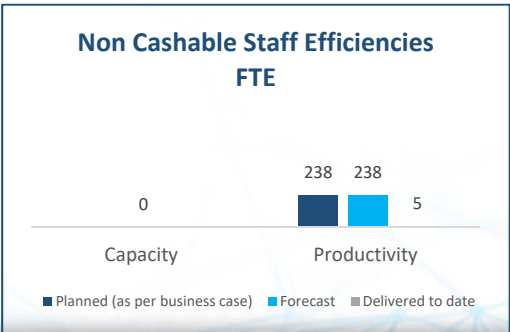


The following projects have realised benefits for FY 19/20;

- ↑ Nat Net has realised £323k due to the ceasing of existing contracts.
- ↑ Payroll has realised £1m due to License Costs and Staff posts savings.
- ↑ ANPR has identified emerging benefits of £298k due to the elimination of remaining legacy contracts.
- ↑ Wi-Fi has realised £900 due to the ceasing of legacy broadband contracts. Additional 19/20 actuals will be available once Year End activities conclude.
- ➡ The variance between Planned and Forecast is due to;
 - ➡ The Cybercrime Wi-Fi initiative only producing savings from the ceasing of four of the existing six contracts.
 - ➡ Nat Net does not take in to account new rental costs.
 - ➡ CJSD Productions scanners have not been purchased, with paper ledgers still being used.



- ↑ Custody Remodelling has realised 136 FTE creating efficiencies due to the reduction in backfill and key tasks.
- ↑ COS RTC has realised 1 FTE due to the reduction in re-keying.
- ↑ COS Missing Persons has realised 3 FTE due to the re-use of data creating efficiencies.
- ➡ 20 officer FTE efficiencies have been gained from local improvement activity out with the Portfolio, 107 Officer FTE efficiencies were gained in the movement of officers from back to front office and 11 Forensic Analyst
- The variance between planned and forecast benefits is due to;
 - ➡ COS (iVPD) to PND experiencing delays with a Change Request expected, which will incorporate deliverables as part of Unifi Crime.
 - ➡ COS Productions benefits for 19/20 will be realised in 20/21 due to a delay to the original planned rollout date.



- ↑ COS Missing Persons has realised 4 FTE due to the re-use of data creating efficiencies.
- ↑ COS RTC has realised 1 FTE due to the reduction in re-keying by RTC Staff.

Case Studies

Commercial Excellence & Staff Pay and Reward Modernisation

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Commercial Excellence

The original objectives of the programme at business case were:

- Commercial Excellence has been established to ensure best value for Police Scotland when purchasing goods and services.
- In partnership with EY, the Programme will deliver initiatives focusing on non-staff spend across operational and corporate areas and will support financial sustainability in the future.
- The programme will also establish a culture of excellence across our commercial activity by driving best practice, enhancing the procurement capability, adopting more innovative ways of procuring, and increasing collaboration with officers and staff.
- It will ensure that police officers and staff receive best value goods and services, enabling more efficient front-line services for the public and our communities.

CE - Achievements Summary

People

- Category Managers in place to provide category and people management
- Increased Procurement resource to deliver the initiatives
- Change team support in place to support and drive delivery
- Engagement with the organisation at senior level (DCC, DCO, ACCs, CFO)
- Upskilling the Procurement Team – negotiation, change management, baselining, market analysis etc, plus dedicated, tailored sessions for specific teams
- Initiation of full procurement wide team meetings

Process

- 4 Stage Process implemented based on Scottish Procurement Journey
- Key documentation developed
- Developed and implemented a robust and detailed Benefits Tracking tool and SharePoint based activity tracking for all procurement activity
- Contract Management Framework and Toolkit developed, approved and handed over to BAU
- Created automated programme dashboards (Board reporting, KPIs, fuel monitoring)
- Creation of cost models to support procurement activity, avoiding framework costs

Change Management

- Identified areas of success in adoption of business changes
- 'Root Cause Analysis' to identify any non-adoption and recommendations for implementing future changes
- Refreshed Comms & Stakeholder engagement
- Creation of BSU/ ESO Engagement Forum (covering all of Procurement)
- Clarification of roles and responsibilities for Sponsors and Business Leads

Other

- Go-Awards Scotland - Winner of an award for the Soft FM project phase 1
- Presentation to Northern Divisional Commanders, followed by sessions with Inverness and Dundee management teams (by invite)
- Analysed PS's annual spend and created a Spend Analytics tool enabling ongoing analysis of spend by categories, subcategories and suppliers
- Year 1 Lessons Learned review and implementation of an Action Plan to improve business change adoption rates

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CE Non-Cashable Benefits Examples

enhanced compliance
(sharps disposal)

enhanced compliance
(nutritional requirements for those in custody)

Increased officer capacity

efficiency gains

streamlined supply chain

reduced invoice processing time

improved service levels

SG compliant performance measurement

Scottish Living Wage compliance

progress towards SG Carbon Reduction targets

clearer processes

improved MI

reduced environmental impact

reduced administration

reduced maverick spend

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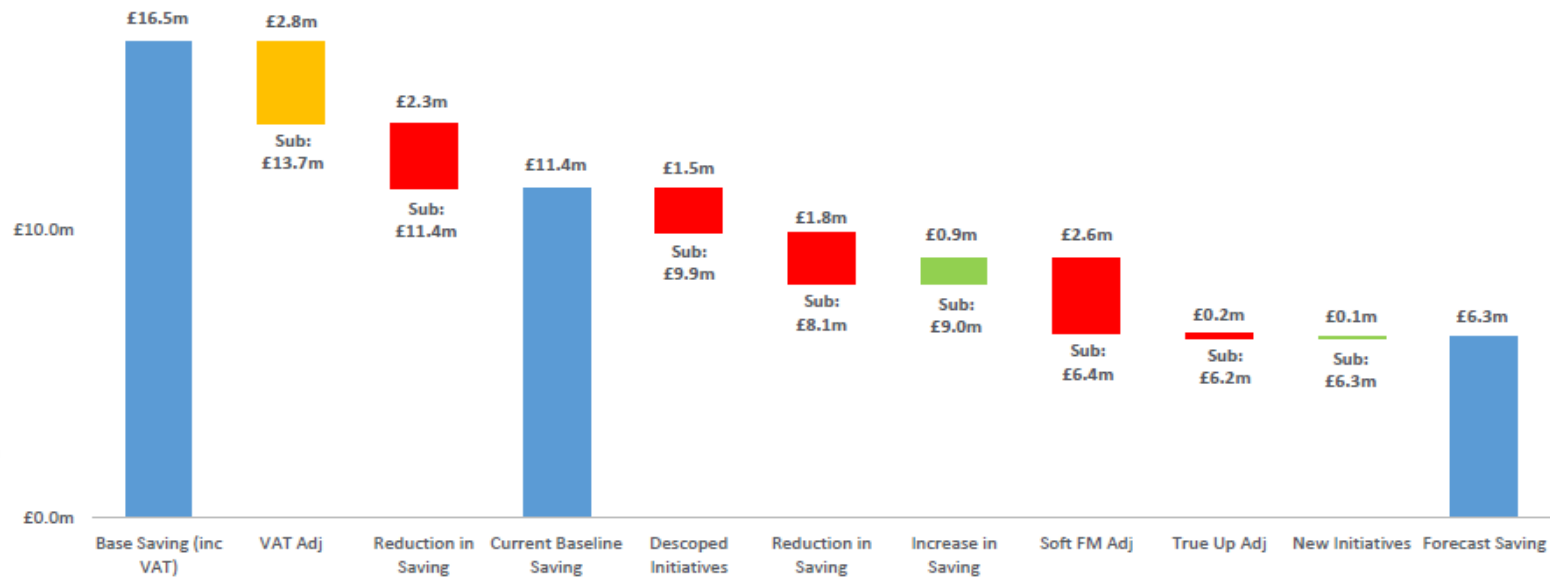


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CE Financial Benefits:

The baseline savings figure at time of programme closure was a cumulative **£6.27 million** over the five years. A summary of how the programme has progressed has been categorised below:



Staff Pay and Reward Modernisation (SPRM):

The new employment package was implemented on 1 April 2019 and all previous legacy and interim pay and grading models, terms and conditions of employment, supplementary terms, associated policies and any custom and practice have been superseded.

The following emerging benefits have been realised as a result of the SPRM project.



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Organisational Benefits

85% of staff highlighted that they wanted to have a more flexible approach to work to assist their work life balance.



54% of staff would like no core hours in a flexi scheme



Core hours have now been removed, further enhancing the flexibility for managing their own time.



SPRM has facilitated SPA/Police Scotland becoming accredited living wage employers.

The new pay and grading model has allowed the SPA/Police Scotland to reduce the gender pay gap



78% of staff stated they would like the opportunity to have a flexi scheme.



Flexi time was rolled out to all non-shift workers, providing more flexibility to manage workloads in line with business needs.

93% of staff have the same or better terms.

Staff valued the **35 hour** working week. Better terms for 20% of staff, with the remainder maintaining current hours.



80% of staff would like the ability to use their TOIL.



TOIL has to be managed and balances reduced to a maximum of 35 hours at the end of March each year.

81% of staff would like the opportunity to choose between pay and TOIL for overtime.



This will be locally agreed between line managers and staff depending on budgets and resourcing.

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People Benefits

92% of staff wanted the ability to carry over annual leave. You can now carry over 35 hours to the next leave period

54% wanted the ability to buy annual leave.



You may now purchase an additional 35 hours annual leave, pro-rata for part time staff. This is an increase in terms for 94% of staff.

89% of staff wanted the opportunity to take short notice leave. You can now take up to two days per year with less than 24 hours notice

72% of staff wanted the ability to spread deductions for unpaid leave.

Unpaid leave deductions will now be spread over a maximum of 12 months.



70% of staff wanted their leave package to be flexible with a reduced number of set public holidays.



Public holidays have been set at six with additional leave being incorporated to basic entitlement.

39% of staff wanted the ability to spread payments for adoption and maternity. Rate of adoption and maternity pay remain the same. Now a choice of three options of how to spread payments which may provide a greater degree of certainty in relation to monthly earnings.

46% of staff wanted the ability to use annual leave in advance.

You can now bring forward up to 35 hours from the next leave year.

Staff wanted better terms for paternity pay.



Improved terms for **90%** off staff and name changed to Adoption/Maternity Support Leave to be more reflective of staff who may take this leave.



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Appendices

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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:

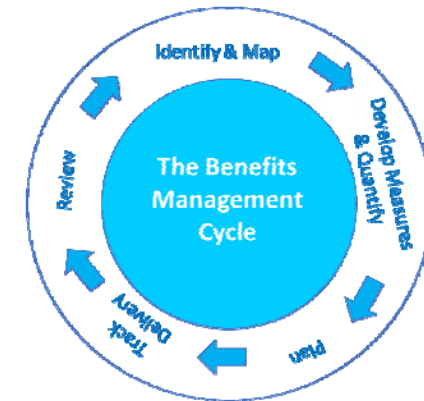
- A **Planned value**, taken directly from the original estimates within the approved Business Cases. The Business Case establishes the baseline situation immediately before implementation (the AS-IS) and how it will be changed after the benefit has been delivered (the TO-BE). An accurate and measurable 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.

Note: Full 2019/20 Actuals will not be finalised until June 2020.

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 10 year forecast.

Framework for managing benefits

The purpose of the change portfolio is to deliver benefits which improve policing in Scotland.



Principles of managing benefits

- All business cases need to include all activity required to realise benefits
- The Senior Responsible Officer is accountable for full benefits realisation in their projects
- Local impacted teams will ultimately own the new ways of working and benefits so should be involved throughout the lifecycle of a project – particularly at the stage of agreeing benefits in the business case
- All benefits of the portfolio should contribute directly to Police Scotland’s performance outcomes
- Benefits should relate to both evidencing cashable and headcount based benefits; but in addition to quantifying operational based benefits such as crime reduction, community confidence, detections, vulnerability based metrics.

Director of Change oversees full benefits lifecycle & responsible for portfolio level realisation of benefits targets and visibility to the Executive
ACC Operational Change & Resilience oversees local operational changes required to release benefits and alignment of benefits to the TOM

Project/ SRO

- Fully accountable for benefits
- Responsible for identifying, delivering, evidencing and reporting benefits
- Responsible for identifying and gaining buy in from those impacted by benefits

PMO

- Owns the framework for benefits management
- Collates benefits reporting, to provide collated view for Change Board

Benefits owner/ Impacted teams

- Responsible for local readiness for change
- Responsible for local changes to process, structure etc. to realise benefits & new ways of working

Assurance/ finance

- Assure the benefits reported, and verify benefits actually being realised
- Support SRO & Change LT reporting to senior stakeholders

Other

- Performance framework reports on operational outcomes based benefits
- Strategic workforce plan/ SRRG/ demand data required to inform where should reduce headcount
- Executive decision required to agree where to reduce headcount.

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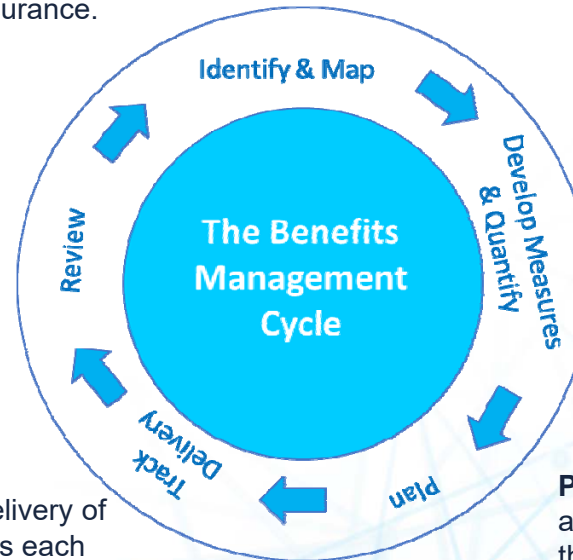
Benefit Process

The process that Police Scotland has adopted for the management of benefits is based on The Axelos 'Managing Successful Programmes' (MSP®).

The BRM process for Police Scotland's business change initiatives consists of 5 key stages.

Identify and Map: The identification, mapping, structure and definition of benefits is carried out by the Programme or Project Manager approved by the SRO and Benefit Owner and assured by Portfolio Assurance.

Review: The frequency for reviewing benefits is set at the identification of the benefit and will be monthly, quarterly or other. The use of the tracking and monitoring tools will promote optimisation of benefit realisation.



Develop Measures & Quantify: Benefit Profiles will be completed for each benefit identified. This Benefit Profile will describe, in detail, the benefit, baseline measurement, benefit target and ongoing evidence of the benefit realisation. Disbenefits can be classified, managed and measured in the same way as benefits.

Track Delivery: Tracking and monitoring the delivery of Benefits is done via an Excel workbook. Projects each have a Benefits Tracker which will be populated with: a Benefit Profile for each individual Benefit identified; a Benefits Tracker of all Benefits profiled; and a suite of reporting metrics representing the data tracked

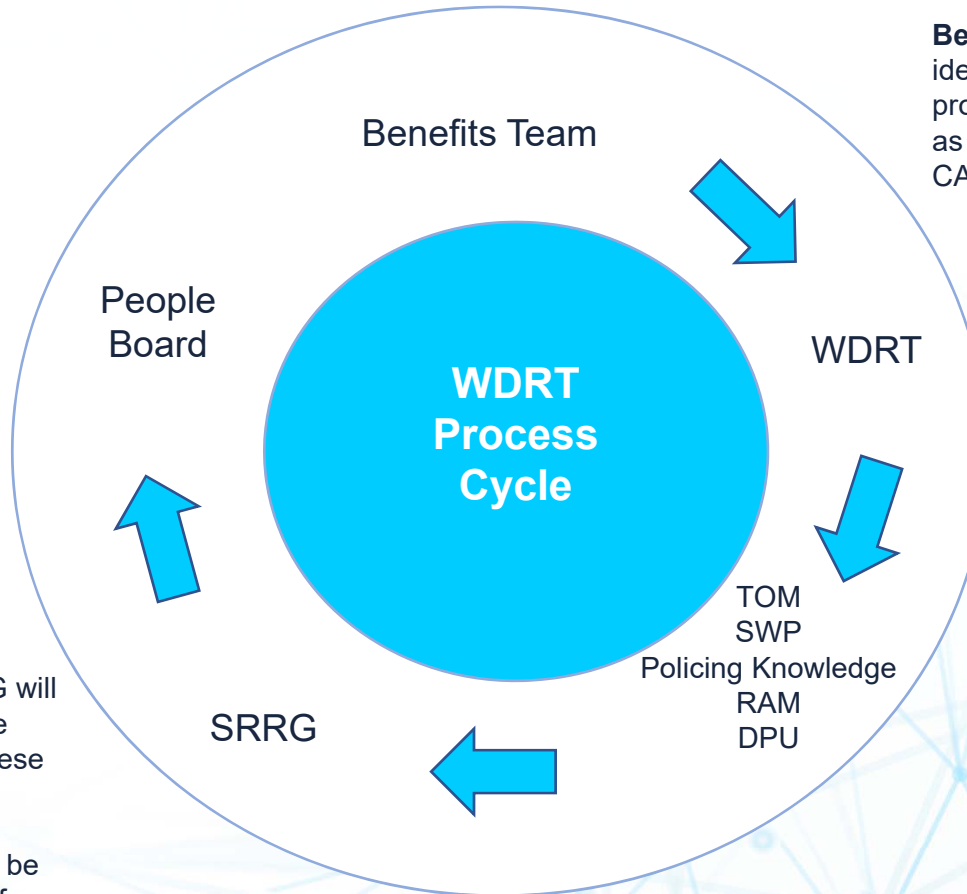
Plan: The Benefit Realisation Plan (BRP) provides a schedule for Benefit delivery and a timeline for the Benefit Management process. It demonstrates the Benefits projected for each Programme or Project. The BRP is mandatory for all Business Cases detailing how its outcomes will contribute to one or more of the strategic objectives

Resource Allocation Process

The following process will be adopted by Police Scotland to identify and recommend options in relation to the reallocation of capacity generated as a result of force change.

People Board: Proposals to the People Board will be considered and can be approved, returned to SRRG or not supported. The WDRT will work alongside SWP personnel, the Demand and Productivity Unit and Divisions to progress any approved changes.

Strategic Resources and Resilience Group: The SRRG will consider the proposals from the WDRT and the wider impact these proposals will have on the organisation. Where there is significant force impact this will be escalated to the People Board for discussion / approval.



Benefits Team: The benefits team will identify benefits in line with the validated process detailed earlier in the presentation as a result of Force change initiatives e.g. CAM, Mobile

Workforce Design and Resilience Team (DWRT): The WDRT will work closely with the Benefits Team to build a picture of force benefits which have been realised.

Inputs: The WDRT will obtain inputs from each of these key contributors to provide data/evidence for inclusion in their submissions to the SRRG regarding capacity reallocation.

Shorter versus Longer Term Benefit Planning and Allocation

Ultimately resources will be reallocated in line with the TOM, SWP and information provided by the DPU. Whilst these continue to be developed there remains a need to reallocate resources realised as a result of force change in line with current needs. This will be informed wherever possible by the emergent needs identified by the developing TOM, SWP and DPU. Where necessary such allocations will be informed, in the short term, by policing knowledge provided by, for example the WDRT, local police commander, ACC, DCC and ultimately the Chief Constable.

