

Meeting	SPA Board Meeting
Date and Time	28 June 2018
Location	Roths Halls, Glenrothes, Fife
Title of Paper	Serving a Changing Scotland
Reference	B06.2018/26
Presented By	DCO David Page
Recommendation to Members	For Discussion
Appendix Attached:	Yes Appendix 1 – Portfolio Design Appendix 2 - DDICT

PURPOSE

The purpose of this report is to:

- **Provide members of Scottish Police Authority with a high level overview of the current portfolio and how the four proposals for change presented today fit into the wider portfolio activity.**

The paper is submitted:

- *For Discussion*

1. BACKGROUND

1.1 Serving a Changing Scotland: 2026

In June 2017 'Policing 2026', a ten year strategy for Policing in Scotland was published. The strategy aims to ensure that Police Scotland is equipped to tackle new and emerging threats and makes a number of commitments regarding workforce mix, officer numbers, increasing cyber capability and achieving financial sustainability.

In order for Police Scotland to both meet its outstanding commitments under Police Reform and to meet the new challenges it faces, as outlined in the 2026 Strategy, it is essential that the very significant, and long overdue, improvements that have been identified across policing are delivered as soon as possible. These improvements are critical and urgently needed to ensure the service operates as efficiently and as effectively as possible and is enabled to meet the future Threat, Harm and Risk to our communities outlined in Policing 2026.

The current Strategic Police Plan ('2026: Serving a Changing Scotland') contains the following six strategic objectives:

- Improving public contact, engagement and service
- Strengthen effective partnerships
- Empower, enable and develop our people
- Invest in our use of information and technology
- Enhance cyber and forensic capabilities
- Transform corporate support services

2. FURTHER DETAIL ON REPORT TOPIC

Police Scotland Change Portfolio and Data, Digital & ICT Strategy

Change Portfolio - 3 year Implementation Plan - To support the delivery of Policing 2026 a 3 year implementation plan (approved by SPA Board May 2017) and an integrated, 3 year financial plan are now in place. The current portfolio consists of 9 Programmes and c26 Projects. The proposals included in this paper are included in the

current portfolio as highlighted in Appendix 1. This forms the basis of our current Change Portfolio which consists of Programmes and Projects that are all aligned to one of the above objectives.

Our approach is to genuinely engage with the public, communities and our people. Their involvement in shaping the change will be critical to our success and will ensure that our culture aligns to new ways of working.

Our approach ensures that:

- We deliver services and improvements that contribute to the strategic objectives of the Policing 2026 strategy
- We achieve the right balance and focus on our key priority areas: completing our service integration, improving operational service delivery, working towards our long-term strategic goals and achieving financial sustainability.

The requirement for Financial Stability & Sustainability – balancing the books

Police Scotland has committed to eradicating the current budget deficit by 2020 and our 3 year implementation plan describes the broad range of transformational change activity, alongside introducing much more rigorous financial budgetary and management control improvements, which we are undertaking in order to achieve this.

Our financial plan shows how investment in change and transformational activity will enable the organisation to deliver significant capacity creation which will be used to refocus resources on frontline service delivery. Some of this change activity will be translated into realisable savings and so contribute to the drive for financial sustainability

i6 AND THE DIGITAL, DATA & ICT STRATEGY (DDICT)

One of the key components for understanding the current portfolio shape and design is how the technology will support the level of change required, including the need to establish and sustain the professional capabilities which will enable Police Scotland to maintain Digital Solutions which continually match the changing needs of Police Scotland and its partners.

The Policing 2026 Strategy clearly articulates the urgent necessity for Police Scotland to have a significantly enhanced technology capability

to effectively and efficiently service and protect the people of Scotland.

In delivering the enhanced technology capability it was clear, as Audit Scotland had flagged repeatedly since the initiation of Police Reform, that without a coherent, credible and robust vision, strategy and plan for delivery of an integrated Digital, Data and ICT strategy the Policing 2026 strategy, the full benefits of Police Reform, and long term financial sustainability will not be deliverable.

An early assessment determined that we did not have the capacity or capability internally, alongside all other in-flight activity, to undertake the required work to develop the integrated Visions, Strategy and Delivery Plans for the DDICT. Therefore we determined (with the support of SPA) that we would engage with external Professional Services to deliver a number of essential products that would allow us to develop the necessary products to support the development of the DDICT.

The products (ICT Digital & Data Strategy, Strategic Outline Business Case (SOBC) and an Outline draft Delivery Plan) have now been completed and were presented to the SPA Board in May and our direction of travel approved.

As we progress the development of the DDICT we are integrating and aligning it with the current 3 year implementation plan and the 3 year financial plan. This will result in a **single strategic transformation delivery plan** with a refreshed 3 year implementation plan, a revised 3 year financial model and an underpinning technology delivery plan and long term financial strategy.

The above work will ensure that all of our planning:

- Is aligned to the Strategic Outcomes of 2026 Strategy
- Will address the consequences of an ageing and fragmented IT estate (incorporating the outstanding i6 related work into the broader agenda)
- Will identify the capability and capacity required to deliver the strategy
- Will incorporate the current 3 year implementation plan (which includes the Corporate Service TOM and Core Operating Solutions Programme)
- Provides clarity (professional planning and financial modelling) as to the logical development and progression of technology improvements – from i6 through Core Operating Solutions to the full strategic DDICT Technology Targeting Operating Model (TToM). (see Appendix 2)

- Meets Scottish Government & HM Treasury Green Book standards and provides clarity on the impact and proposed changes to existing financial and budgetary planning (2018/19 budget, 3 Year Financial Plan and the Long Term Financial Strategy (LTFS)).

We have now moved into **Phase 2** of the DDICT work and we are is developing the next set of products which include:

- The development of the 100 Day plans into a detailed proposal
- The production of the Outline Business Case & detailed planning
- The integration of all of the above with our existing in-flight BAU and Change activity.

Risk – clearly the current activity is highly complex and we are mindful and will be sure to ensure that:

- We clearly track and de-duplicate financial spend in integrating all of the above into a single new phased strategic delivery plan e.g. where we have planned capital spend on technology already baked into the 3 year financial plan and where this will now form a core part of the Outline Business Case (OBC).
- We ensure there is no double counting of benefits from the variety of interlocking projects and programmes and clarity of expenditure in relation to Reform, Transformation and BAU change.
- Whilst developing the high level plans for the totality of what is required to deliver Policing 2026 we are taking fully into account the absorbability of the quantum of change that the service and our staff can absorb safely whilst maintaining focus on the delivery of our core policing services – this will mean we will require to have a very robust prioritisation process to ensure we focus on the right things and deliverables (a mixture of positive outcomes for staff, officers and improved service delivery, risk reduction, introducing further cross service financial efficiency alongside longer term strategic enabling outcomes).
- **Funding Availability** – whilst we are developing our plans to deliver as quickly and as safely as possible the transformation needed to meet the Policing 2026 strategy requirements and to meet the future Threat, Harm and Risk that our communities face we do recognise that with the pressures on the public funds are such that the funding may not be available to support that ambition. As such we will also develop delivery models based on sub optimal funding availability.

2.1 PROPOSALS FOR APPROVAL

Each of the four full proposals that are being presented today are core components in the wider Portfolio (see Appendix 1) and are fully

aligned components with the DDICT TToM direction of travel (see Appendix 2). They describe critical work needed to transform particular aspects of Police Scotland's delivery - both now and to meet future demand pressures. Each case is proposing to provide a solution to a challenge which is a critical enabler for Policing 2026, and should be evaluated in the light of the Implementation plan for 2026, as agreed by the board on 2 May. Taken together, the cases can be viewed as a first tranche of projects to equip Police Scotland with the tools to serve a changing Scotland. They will help to strengthen the Police's public contact and services, strengthen key partnerships and invest in modern technology. The proposals are all fully aligned to the 3 year implementation plan, the financial plan and the ongoing Data, Digital and ICT Strategy work that is ongoing.

- 2.2 The Criminal Justice Hub Proposal** - a new model for the services and estate for provision of nine strategically located Criminal Justice Hubs over a two year period (four in year one, Falkirk, Inverness, Aberdeen and London Road and 5 in year two). The impetus for this programme is the need to meet current and future demands across urban, rural and remote communities, with the focus on improved safety, security and welfare for vulnerable individuals.

In year one the project is proposing an uplift of 70 full-time custody staff across the four hub locations. 45 of these staff have already been approved (by Police Scotland SLT) and budgeted for. The proposal is requesting approval for the further 25 in January 2019. In year two a further uplift of 80 custody staff (across a further five hub locations) will be required.

This investment will lead to strong partnerships within Police Scotland's Custody network as the new hub model will encourage collaboration and shared practices. The proposed changes to the Custody operating model will see new external partnerships established, with the aim of delivering better outcomes for people in Custody.

- 2.3 The Productions Remodelling Proposal** - a national, solution for the storage and management of productions (*i.e.items/potential items of evidence*). It is worth remembering that 95% of all items seized do not reach court but nonetheless need to be retained for a variety of reasons. The project intend to bring up-to-date the existing legacy provision which falls below expected, modern standards. The management of productions is a critical area of business for Police Scotland which requires targeted transformation due to the unsustainability of the current model. There could be considerable

reputational implications for the organisation if funding is not made available to undertake planned improvements across the key areas for focus. In short, a failure to significantly remodel current management infrastructure could impact on the integrity of the entire Criminal Justice System.

These two proposals (CJSD and Productions) have an accompanying joint Procurement approach setting out how the procurement of the major changes to the estate in each of locations would be taken forward, if approved.

- 2.3** The **Transformation Support Proposal** makes the case for hiring professional services, where skills do not currently exist within Police Scotland. This will be principally around development of a Design Authority, designing a Target Operating Model and to establish a Strategic Co-ordination capability to ensure all activity across policing is aligned to the near and long term objectives it is imperative that we are able to demonstrate that we understand the impact across the portfolio and supporting functions with regards to both the business as usual activity and the portfolio joined up and prioritised effectively.

Key deliverables of:

The Design Authority, Target Operating Model and journeys work would include:

- Development of Design Authority
- Stand up the governance and Design Authority processes
- Development of policing design principles which support 2026 delivery
- Identification of gaps or misalignment of emerging designs between individual components, against the design principles and against the to-be journeys and development of a roadmap to address these
- Development of a high level policing model, based on the emerging designs in the portfolio
- Development of relevant as-is and to-be "journeys" relevant to the 2026 policing context.

Key deliverable of:

Strategic Alignment work would include:

- Identify and coordinate activity required to enable delivery of 2026 (e.g. enabling strategies, financial commitments, prioritisation of local resource etc)

- Work with the enabling functions (P&D, Finance, Procurement, Estates etc) and existing PMO to establish a single view of all change required to realise the outcomes of 2026 – such that the enabling functions can put in the place infrastructure required to deliver on our objectives and deliver benefits required
- Identify risks and issues to delivery from lack of organisational alignment towards the planned changes – and support rectification of these as required
- Identify the key dependencies and hot spots across the portfolio
This activity would then ensure that:
- There was clear strategic alignment across the organisation on all activity
- Greater understanding of the capacity and capability of the organisation to deliver on transformation
- Enhanced communication and understanding, therefore supporting quicker decision making
- Better collaboration and co-ordination across departments
- Increased visibility of all initiatives across the organisation
- Stakeholders are fully informed to support decision making around our people and finances
- Better risk mitigation

2.4 The **Demand and Productivity (DPP) and Local Policing Development Project Proposal** is an enabling project. The principal benefits will be improved understanding and use of demand, productivity and performance information. This will identify and support opportunities for innovation, improvement and workforce planning across the organisation, better informing and supporting dependent projects, including Local Policing Development and allowing them to paint a true picture of the capacity that will be generated through their work.

The developing skills and expertise of the DPP team will provide assistance to other business change functions to develop, measure and report on their own benefits. The DPP will also measure success through qualitative means, engaging consumers across and beyond the organisation to ensure the data and insight provided is validated and meaningful.

Key deliverables will include:

- Development of a methodology for the measurement and understanding of demands on Police Scotland
- Creation of a new dataset containing critical, cleansed, reliable and accurate data in order to properly benchmark current Police activity

- Support the creation of a sustainable permanent demand, productivity and performance function
- Support the development of a service wide, evidence based, work force model that will provide the organisation with the capability to become more efficient

External validation of the approach:

The Demand Risk and Resource (DRR) approach has been used by a number of organisations including GMP, WMP, CT, the Met and NCA.

The proposals in relation to **Transformation Support** and the **Demand and Productivity Programme** were both identified and described within the Utilisation of Professional Services Business Justification Case which came before members on 19 December 2017. *Both cases have already been put out to competitive tender and preferred bidders identified.*

3 CONTROL, GOVERNANCE & RISK

All of the above activity will be carefully considered in the context of all of all other BAU and Change activity (planned/in-flight) and in the service's ability to absorb and safely manage the associated change delivery risk alongside all other relevant factors impacting the service.

We will build all appropriate learnings from partners and our own risk assessments into future planning, prioritisation and planning. Additionally;

- **Office of Government Commerce (OGC)** – We have already undergone **Gateway Zero (Strategic Assessment)** in the context of the current change plans.
- **Police Scotland** - Control & governance of the above will be managed via the existing Police Scotland control and governance forums.
- **SPA/SG** (Oversight/Scrutiny) – we will work with SPA and SG colleagues in supporting their oversight and scrutiny requirements.

3.1 STAKEHOLDER ENGAGEMENT/CONSULTATION

We will continue to proactively consult and engage with all relevant key stakeholders both internally within the service, key partners (across health, criminal justice), local councils (COSLA etc.) and SG colleagues (Police, Finance, ICT Oversight, Procurement etc),

determining risk and what prioritisation/mitigation actions are required as and when appropriate

4 FINANCIAL IMPLICATIONS

- 4.1 There are financial implications for each proposal outlined within this paper. The table below summarises the capital and reform spend for each proposal.

	Capital £m	Reform £m
Criminal Justice Hub	3.47	2.19
Productions	4.02	0.40
DPP and LPDP		1.47
Transformation Support		0.99
TOTAL	7.49	5.05

The figures presented for the proposals for DPP LPDP and Transformation Support, relate to proposed spend in 2018/19. The figures presented for the Criminal Justice Hub and Productions Remodelling proposals are for multi-year spends. The full financial detail is contained within each individual proposal. All required funding has been included in our current budget assumptions.

5 PERSONNEL IMPLICATIONS

- 5.1 The personnel implications of each proposal are set out in the individual papers where appropriate.

6 LEGAL IMPLICATIONS

- 6.1 The legal implications of each proposal are set out in the individual papers where appropriate.

7 REPUTATIONAL IMPLICATIONS

- 7.1 The reputational implications of each proposal are set out in the individual papers where appropriate.

8 SOCIAL IMPLICATIONS

- 8.1 The social implications of each proposal are set out in the individual papers where appropriate.

9 COMMUNITY IMPACT

9.1 The community impacts implications of each proposal are set out in the individual papers where appropriate.

10 EQUALITIES IMPLICATIONS

10.1 The equality implications of each proposal are set out in the individual papers where appropriate.

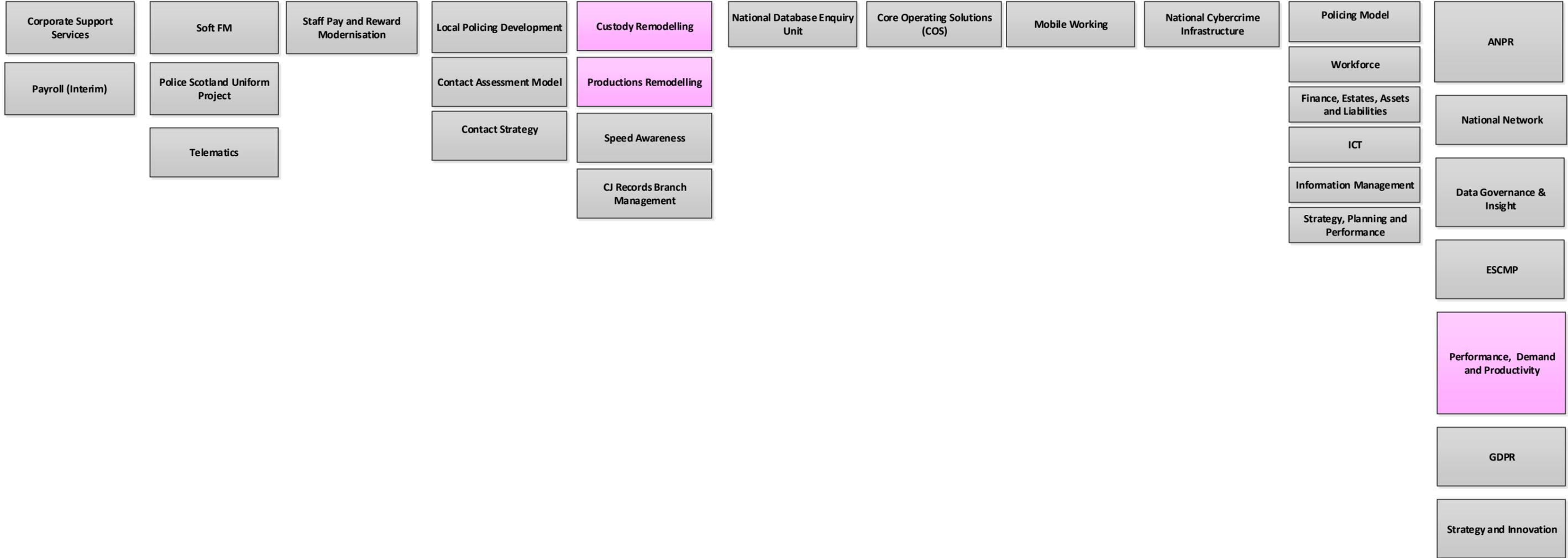
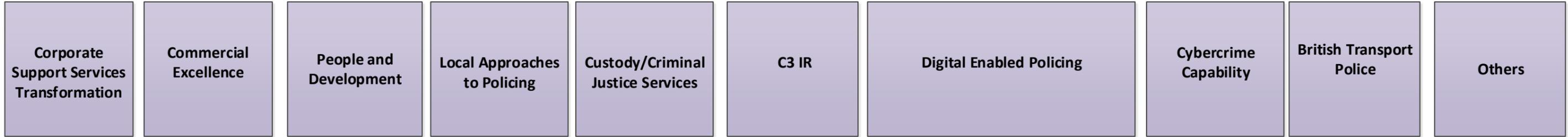
RECOMMENDATIONS

Members are asked to note and discuss the context in which you will consider the proposals for:

- Criminal Justice Hub
- Productions Remodelling
- Transformation Support
- Demand and Productivity

2026 Portfolio

20.06.18



Appendix 2

The Digital, Data & ICT Strategy

The diagram below describes the core functions of i6 are contained in the Core Operating Systems (COS) scope, providing the platform and foundation for the Digital, Data & ICT Strategy.

Alignment to Digital, Data & ICT Strategy

The COS programme is an integral element of the Digital, Data and ICT Strategy. This provides a common platform to standardise processes and share data more effectively across the organisation. The introduction of the COS will enable Police Scotland to consolidate the current technology infrastructure. New and improved technology capabilities can be connected to COS to deliver operational efficiencies to front line staff as well as transform how the public interacts with the organisation.

