

Meeting	Scottish Police Authority Board Meeting
Date and Time	30 August 2018
Location	Maryhill Burgh Halls, Glasgow
Title of Paper	2026 - Serving a Changing Scotland - Business Case Proposals
Reference	B 07.2018/40
Presented By	DCO David Page
<b>Recommendation to Members</b>	<b>For Discussion</b>
Appendix Attached:	Yes – Appendix A – Portfolio Design

**PURPOSE**

The purpose of this report is to provide Members of Scottish Police Authority with a high level overview of how the two business cases being presented at today's meeting fit into the wider portfolio activity.

The paper is submitted for noting and 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.

## **2. FURTHER DETAIL ON REPORT TOPIC**

### **2.1 Police Scotland Change Portfolio**

As previously reported, 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 business cases 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 our objectives.

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

At the SPA Board on 28 June 2018, members approved the full business cases (FBCs) for:

- Criminal Justice Hubs
- Productions Remodelling
- Demand and Productivity and Local Policing Development
- Transformation Support

The approval of these projects allows for the Policing 2026 programme to continue to develop and prepare our service and people to 'Serve a Changing Scotland'.

## **2.2 Business Cases for Approval – Mobile Working and National Network**

In order to continue to develop the Policing 2026 Strategy, Police Scotland invites the Board to consider two further FBCs for approval. Both business cases were presented to SPA Finance Committee on 14 August 2018 and were recommended by Finance Committee members to be presented to the Board for approval. Each business case is fully aligned to the 3 year implementation plan, financial plan and the overarching Digital, Data and ICT Strategy.

They both describe critical work needed to transform particular aspects of Police Scotland's delivery - both now and to meet future demand pressures.

## **2.3 Mobile Working Business Case**

The Mobile Working business case will enable the national implementation of 'mobile working' through the introduction of mobile devices, associated applications and ways of working, which will improve frontline productivity and effectiveness and will enable wider organisational change through investment in mobile digital technology and improved business practices. It will support a cultural shift, predicated on the creation of a technologically enabled workforce and ensure that Police Scotland enhances its reputation as an organisation and employer of choice through being recognised as making best use of available, modern technologies and equipping its staff with the tools required to serve communities in the modern age. The Mobile Working business case will therefore enhance service delivery to communities across Scotland.

The need for such digital technology has not been met to date and staff continue to operate with either no, or out-of-date, mobile devices within the operational environment, meaning that they operate inefficiently, with very limited remote access to policing systems. There is an urgent need to equip operational officers with modern devices and associated applications to

allow them to operate more effectively and to improve service delivery in line with 2026 Strategy.

The solution will allow officers to have instant, remote access to information and the ability to assess, record and share data in relation to operational incidents and investigations. It will also act as an enabler of future change, including in conjunction with the 'Core Operational Solutions' programme, through which it will embed the introduction of national applications and practices and improve the use of data to enhance policing activities.

The recommended phased implementation approach has been formed on the basis of learning from a variety of UK forces and market testing. Significant feedback has been gathered from officers and the project has a focus on being 'user led' to support operational / organisational needs, the effective implementation of change and to comply with best practice.

### **Procurement**

The preferred supplier has demonstrated compliance with all applicable environmental legislation to secure inclusion in the Crown Commercial Service Network Services Framework through which the procurement is proposed.

## **2.4 National Network Business Case**

The National Network business case seeks approval of the required finances to proceed with the development and installation of a consolidated IT network - A key enabler to Police Scotland's 2026 strategy and fundamental to the delivery of the *Data, Digital and ICT* strategy.

The 2026 strategy states "Technology will be key to enabling the workforce; we will develop the national technology infrastructure. The workforce will have access to the information they require, using leading smart devices for accurate real time data capture and display. By enabling and supporting our workforce with the right technology, we will reduce duplication and internal demand."

This project seeks to deliver the network that will underpin and allow Police Scotland to develop a true national technology infrastructure. A modern, appropriately scaled network will allow Police Scotland to deploy transformational technologies such as mobile devices to front line Officers; increasing the opportunity to prevent and reduce crime. Sites need to have sufficient network bandwidth to cope with the upload/download of data from modern day technology. Although Communities of Scotland will not see a direct impact from this business case, the installation of a national IT network is key for our officers and staff to be able to deliver a modern and

effective policing service. The development of a national network will therefore be a key enabler in delivering a modern and effective policing service to communities across Scotland.

As per the approval of the Initial Business Case (IBC) the delivery model for this project will be a managed service, with a single service provider handling deployment, management of the network and rental of equipment included in the annual revenue costs. Savings will come from moving to one network so overall this will be better for public purse.

## Procurement

The preferred supplier has demonstrated compliance with all applicable environmental legislation to secure inclusion in the Crown Commercial Service Network Services Framework.

## 2.5 Control, Governance & Risk

The business cases outlined above have been carefully considered in the context of all of all other BAU and Change activity and in the service's ability to absorb and safely manage the associated change delivery risk alongside all other relevant factors impacting the service.

- **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.

## 2.6 Stakeholder Engagement/Consultation

Police Scotland 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.

### 3 FINANCIAL IMPLICATIONS

- 3.1 The detailed financial implications of each Business Case, including the resource pressures, are set out in the individual papers where appropriate. The table below summarises the capital and reform spend for each proposal;

	Capital	Reform
Project	£m	£m
Mobile Working	15.2	2.5
National Networks	3.9	0
Total	19.1	2.5

- 3.2 The figures presented for both of the above proposals are for multi-year spends, the detailed breakdown is contained within the individual business cases. All required funding has been included in our current budget assumptions.

### 4 PERSONNEL IMPLICATIONS

- 4.1 The personnel implications of each Business Case are set out in the individual papers where appropriate.

### 5 LEGAL IMPLICATIONS

- 5.1 The legal implications of each Business Case are set out in the individual papers where appropriate.

### 6 REPUTATIONAL IMPLICATIONS

- 6.1 The reputational implications of each Business Case are set out in the individual papers where appropriate.

### 7 SOCIAL IMPLICATIONS

- 7.1 The social implications of each Business Case are set out in the individual papers where appropriate.

### 8 COMMUNITY IMPACT

- 8.1 The community impacts implications of each Business Case are set out in the individual papers where appropriate.

## **9 EQUALITIES IMPLICATIONS**

9.1 The equality implications of each Business Case are set out in the individual papers where appropriate.

## **10 ENVIRONMENTAL IMPLICATIONS**

10.1 The environmental implications of each Business Case are set out in the individual papers where appropriate.

### **RECOMMENDATIONS**

The Board is asked to note and discussion the context in which you will consider the business cases for:

- (i) Mobile Working
- (ii) National Network

# 2026 Portfolio

V 13.08.18

