

Meeting	SPA Resources Committee
Date	18 May 2021
Location	Video Conference
Title of Paper	Transformation Programme Benefits Tracking – Quarterly Update
Presented By	Andrew Hendry, Chief Digital Information Office Kerri Maciver, Head of Portfolio Management
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Portfolio Benefits Reporting Metrics

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 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 the Reporting Metrics that is presented at the Monthly Change Board with an overall summary of the benefits from 2017/18 through to 2022/23.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 In February 2021 we provided the SPA Board the six monthly Change Oversight update which included an update on the transformational benefits (2017/18 – 2021/22) created to date in regards to Cashable, Officer FTE and Staff FTE savings. 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 February:

Realisation of Benefits

As was reported in February to the authority - a review of the realisation of benefits – with a strong focus on the linkage to Organisational Design & Development was being carried out.

This has led to a number of considerations and further development or processes, products and data.

This aligns with other associated design led activity and as such features and number of dependencies to facilitate an end to end process.

The focus has now moved onto the organisational design mechanics to connect into the benefits models.

Work is also underway to capture and demonstrate the realisation of previously delivered benefits which will showcase the positive

organisational impact and also provide a baseline to build the refreshed benefits realisation approach on.

All of this activity demonstrates the increasing maturity level across our organisation and transformation portfolio and is an evolutionary activity.

2.3 The following is a summary of the changes in benefits since our last update in February:

A key change to note is that FY 2022/23 values have now been incorporated to the reporting timeline increasing the following;

- Cashable Planned and Forecast values have increased by **£6m**.
- Officer Efficiencies Planned and Forecast values have increased by **4 FTE**.
- Staff Efficiencies Planned and Forecast values have increased by **69 FTE**.

2.4 The following actuals have been delivered since February;

- Officer Efficiencies delivered to date have increased by **219 FTE**.
- Staff Efficiencies delivered to date have increased by **183 FTE**.

The full detail is in the relevant sections below

2.5 Cashable Benefits - 6 Year Summary

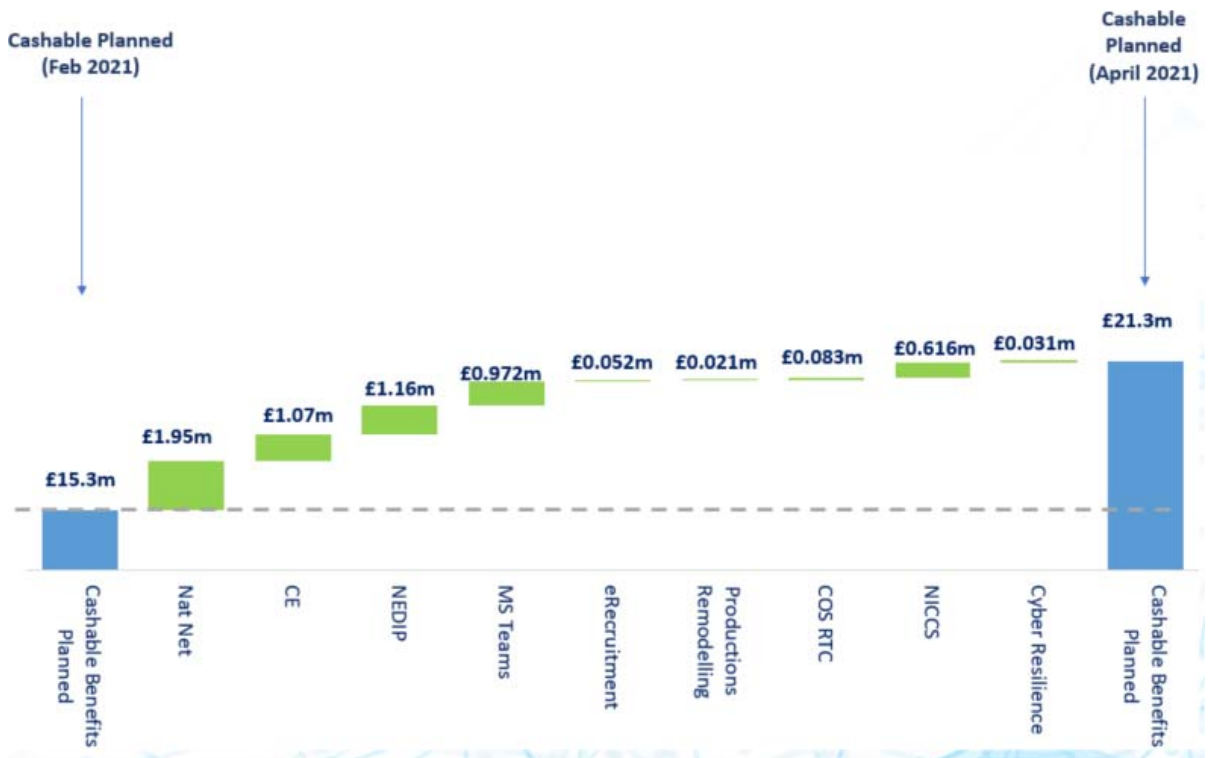
Planned (Increase of £6m):

For the Portfolio timeline of 2017/18 to 2022/23, we are currently reporting a planned value for Cashable Benefits for the Transformation Portfolio of **£20.2m**, previously £14.2m. The table below shows the changes to the planned values since our last report in February 2021:



Forecast (Increase of £6m):

We are reporting a Forecast value for Cashable Benefits of **£21.3m**, previously £15.3m. The table below shows the changes to the forecast values since our last report in February:



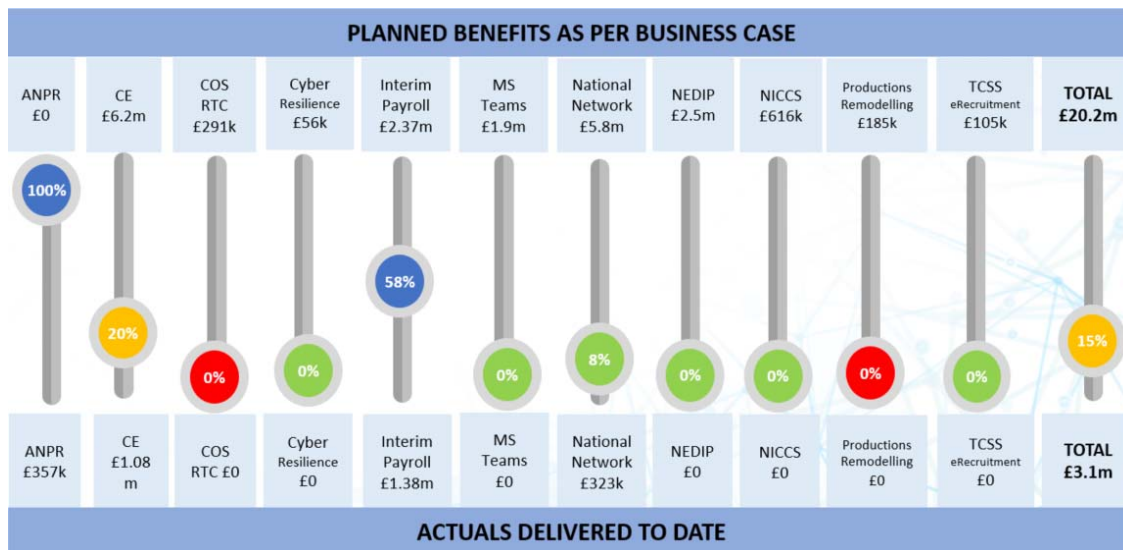
Actuals: (No Change)

These values have been validated by Finance, amounting to a total of **£3.1m**.

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

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At this point we are reporting slightly behind the planned amount by £4.5m to date, as of FY20/21, this is due to us still validating the cashable amounts for the last financial year, we are still expecting the full planned benefits to be achieved from Payroll and National Network. Validation is expected by June.

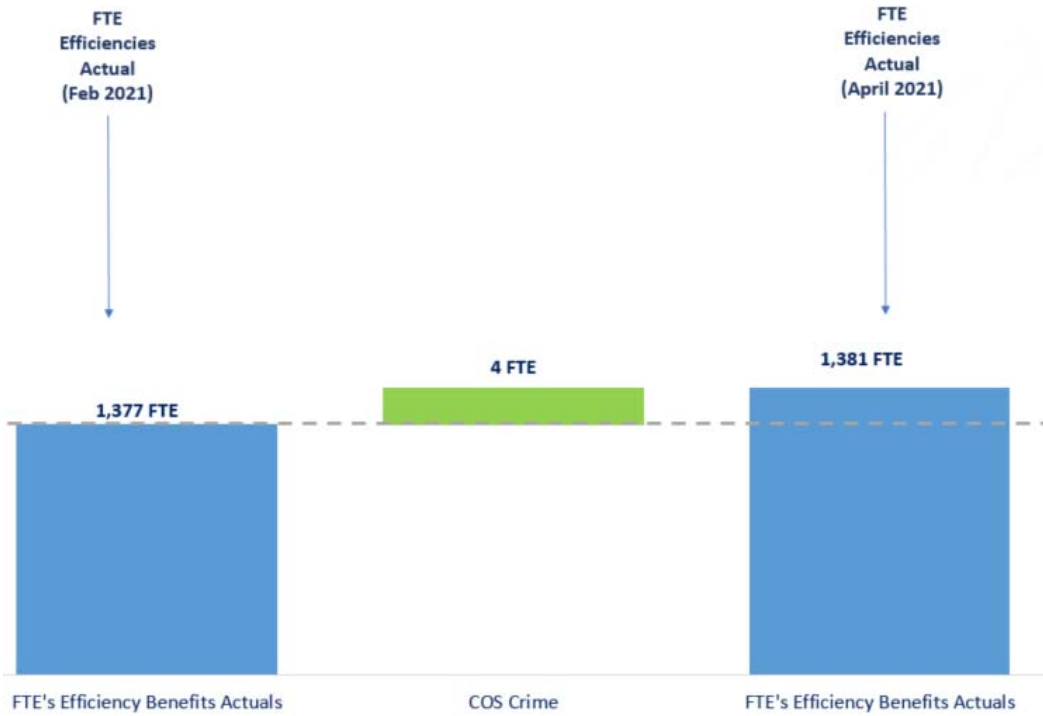
The majority of the forecast in this area will be realised in 21/22 and 22/23 due to the benefits from CE, National Network and NEDIP projects.

Note: COS RTC and Productions Remodelling are undertaking further analysis to validate the anticipated benefits.

2.6 Non-Cashable Officer FTE Efficiencies - 6 Year Summary

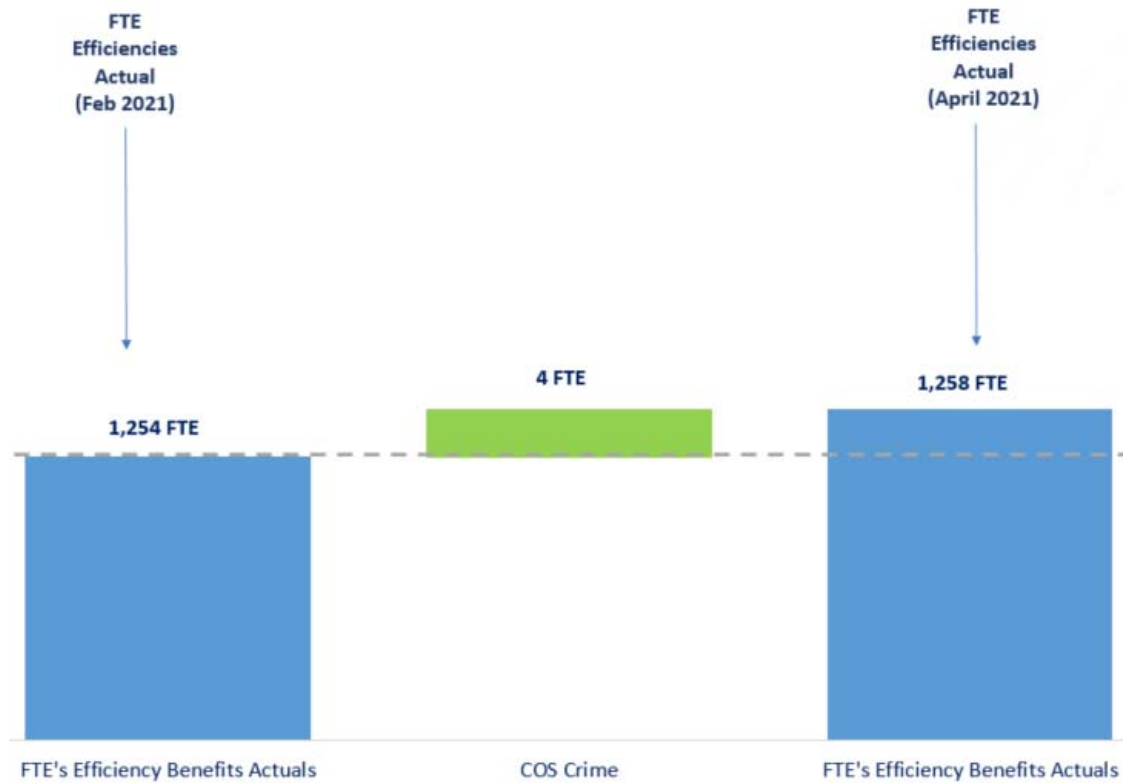
Planned (Increase of 4 FTE):

For the Portfolio timeline of 2017/18 to 2022/23, the planned value for Officer Efficiencies is **1,381 Officer FTE**, previously 1,377 Officer FTE.



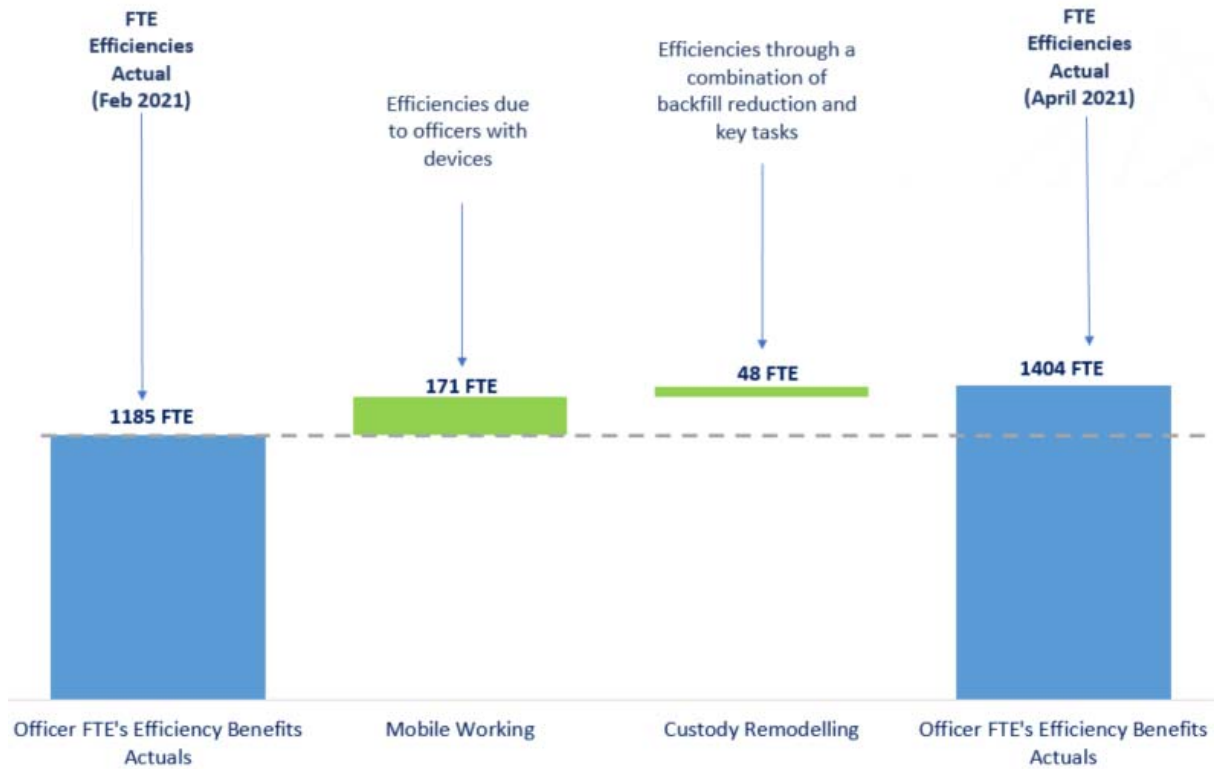
Forecast (Increase of 4 FTE):

Forecast value for officer efficiencies is **1,258** Officer FTE, previously **1,254** Officer FTE.

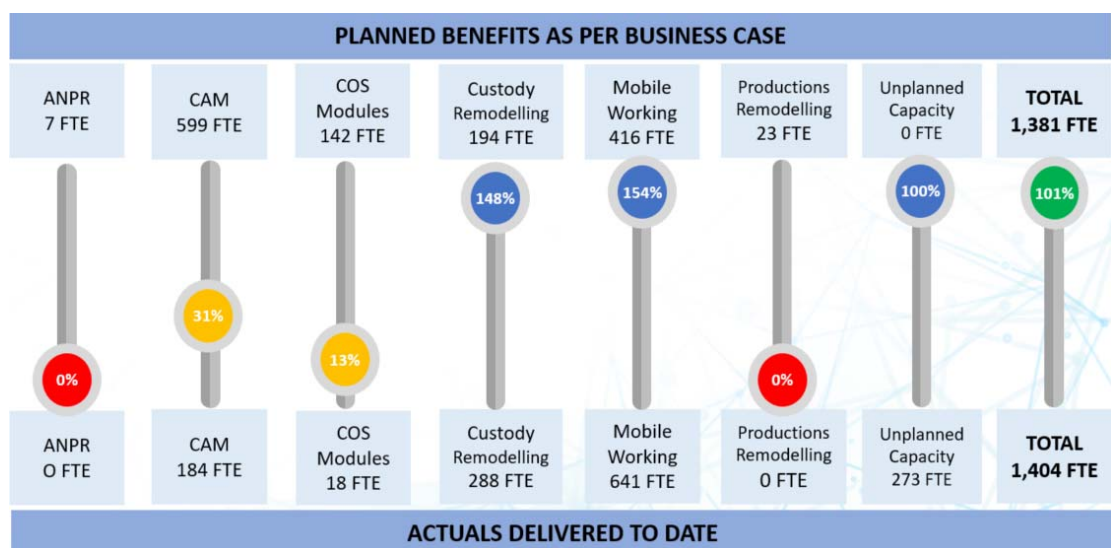


Actuals (Increase of 219 FTE):

Total actual Officer FTE total values to date is **1,404 Officer FTE**, previously **1,185 Officer FTE**.



Planned Officer FTE benefits as % of achievement per project:



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*19/20 values are still being finalised. HMICS have signed off the 2017/18, 2018/19 and 2019/20 values with the exception of CAM, due the timing of the HMICS review and the submission of the projects methodology.

We are ahead the planned amount by 278 FTE to date, as of FY20/21, there are still benefits to be realised in this area in relation to CAM and COS modules.

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

There is work ongoing to validate COS, Productions Remodelling and ANPR.

2.7 Non - Cashable Staff FTE Efficiencies – 6 Year Summary

Planned (Increase of 69 FTE):

For the Portfolio timeline of 2017/18 to 2022/23, the planned value for Staff efficiencies is **307 Staff FTE**, previously 238 Staff FTE.



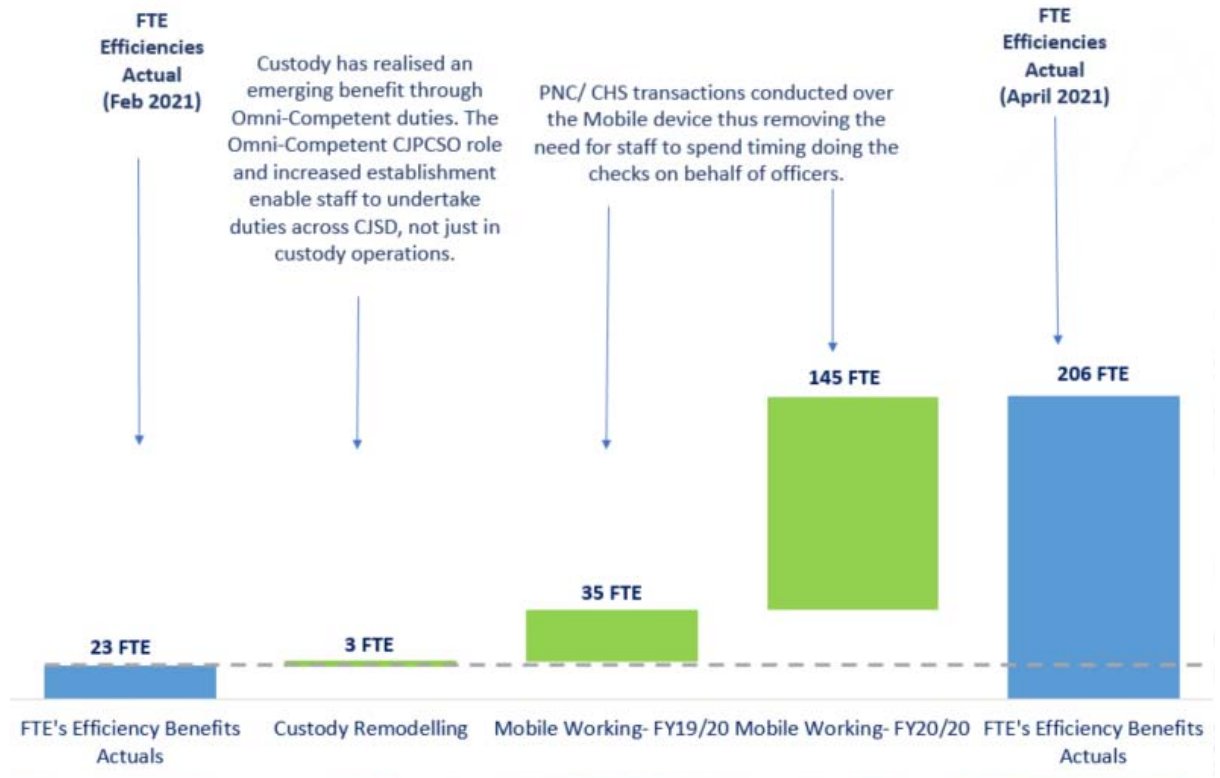
Forecast (Increase of 69 FTE):

Forecast value for officer efficiencies is **307 Staff FTE**, previously 238 Staff FTE.

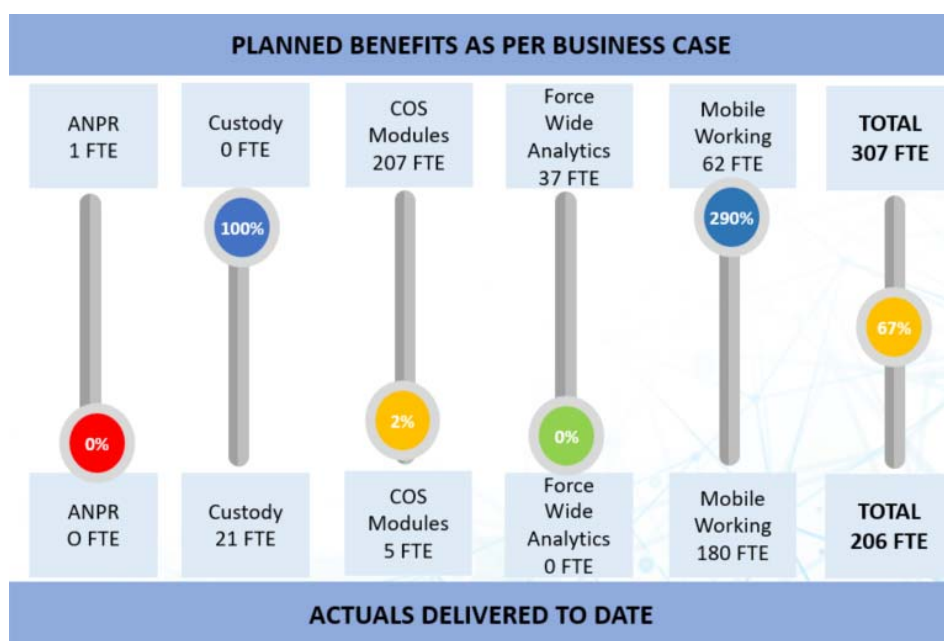


Actuals (Increase of 183 FTE):

Total actual Staff FTE total to date is **206 Staff FTE**, previously 23 Staff FTE.



Planned Staff FTE benefits as % of achievement per project:



We are ahead the planned amount by 105 Staff FTE to date, as of FY20/21, there are still benefits to in this area to be realised due to the implementation of various COS Modules.

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

2.8 Risks

There is a risk that the benefits of CE are not achieved as due to COVID19 processes and working practices have significantly changed, eg: reduced travel, reduced printing, increased reliance on our SOFT FM requirements and this will impact our ability to accurately measure the benefits based on the original baselines and assumptions. It is likely that a paper will be presented separately in the coming months to re-baseline the CE planned values.

As always it should be noted that:

- o 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.
- o Forecasts become more accurate as we start to deliver the projects and may change in year.

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 content of this report.

Appendix A

Portfolio Benefits Reporting Metrics

SPA Resources Committee

18 May 2021

SERVING A
CHANGING SCOTLAND



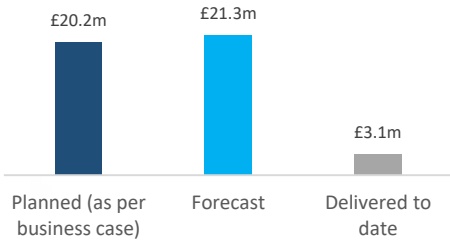
SCOTTISH POLICE
AUTHORITY

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

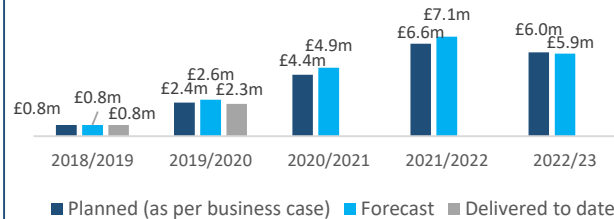
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Portfolio Benefits – Change Board May Update- 6 year Overview 2017/18 to 2022/23

Cashable benefits



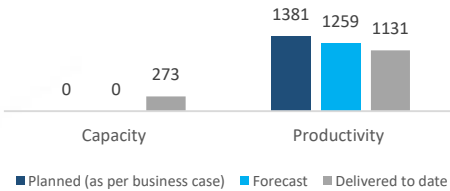
Annual Cashable Benefits



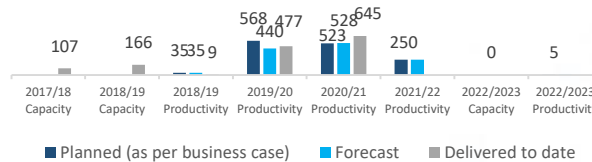
- ↑ Benefits reporting now includes FY 22/33. Planned value is currently £20.2m and the Forecast value is currently £21.3m.
- ➡ Actuals delivered to date remains at £3.1m.

- ➡ The variance between Planned and Forecast is due to; CJSD Productions Remodelling is forecasting zero cashable benefits for the full evaluation period and a Change Request will be submitted in due course to reduce the baseline. They have not been realised due to the limited transformation of estate and inability to merge single person stores following pause of Capital funding.
- ➡ ANPR is reporting an emerging Cashable benefits.

Non Cashable Officer Efficiencies FTE

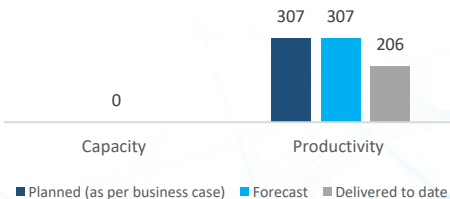


Annual Non Cashable Officer Efficiencies FTE

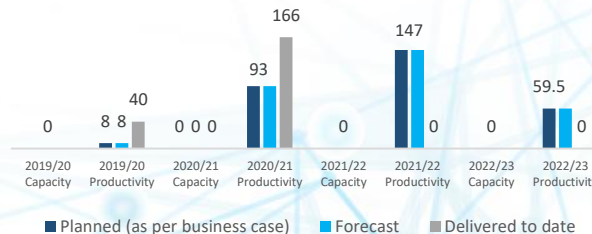


- ↑ This month there has been an increase of 51 FTE efficiencies to the actuals; Mobile has realised 28 FTE efficiencies.
- ↑ Custody Remodelling has realised 23 FTE efficiencies.
- ➡ Mobile Working and Custody Remodelling have exceeded the benefits as per the anticipated values within the approved FBC's
- ➡ 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.
- ➡ Productions Remodelling forecasting zero and have not been realised due to the limited transformation of estate and inability to merge single person stores following pause of Capital funding. A Change Request is expected to re-baseline the benefits.

Non Cashable Staff Efficiencies



Annual Non Cashable Staff Efficiencies FTE



- ↑ This month there has been an increase of 18 FTE Staff efficiencies to the actuals;
- ↑ Mobile Working has identified 15 FTE efficiencies and Custody Remodelling has realised 3 FTE efficiencies.

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.