SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 4.1

Meeting	SPA Audit Risk and Assurance Committee
Date	17 January 2023
Location	Video Conference
Title of Paper	Police Scotland Change Portfolio Update
Presented By	Andrew Hendry, Chief Digital Information Officer (CDIO)
Recommendation to Members	**For Discussion**
Appendix Attached	Yes Appendix 1 – Change Update Appendix 2 – G Div Engagement slides

PURPOSE

This purpose of this paper is to provide ARAC with a summary of the Police Scotland Change Portfolio.

Members are invited to discuss the contents of this report and appendices.

1. BACKGROUND

1.1   ARAC has requested that Police Scotland provide a high level overview of Change in Police Scotland. It should be noted that this update will focus on the Change that currently sits within the Transformation Portfolio and that going forward a process will be agreed as to how we include wider Police Scotland Change activity such as Strategic Workforce Planning (SWP) and Equality, Diversity & Inclusion (EDI). Therefore this overview will provide a summary as per the appendices on:

- Key deliverables for Approved projects (reporting period 15/09/2022 – 22/12/2022)
- Update on any Assurance activity
- Business Implementation Plan
- Timeline on Business Cases

1.2   To ensure that this did not create additional overhead it was agreed that this information comes in the form that it is presented to Change Board.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1   The information in the appendices provided the detail on the key Programmes within the Change Portfolio highlighting key activities/risks/challenges.

2.2   In addition this report will cover off the following areas:

1. Portfolio Design
2. Portfolio Delivery
3. Change Engagement
4. Risk/Issues

2.3   Key Activity since our last report:

1. Design

- Portfolio Review for the remainder of 2022/23 has been agreed – this will form the basis of the draft portfolio for 2023/24.

- The annual exercise for prioritisation is being planned and will be completed in line with Capital Investment Group in January. This will be overlaid by resource capacity.
- There are approx. 6 projects completing their end of project reviews currently which include: CDO TOM, Mobile Working (Phase 2) and Purchase to Pay (P2P).

2. <u>Delivery</u>

The key deliverables have been:

- The Cyber Resilience solution received CAB approval to go-live on 22/11. Go-live has progressed without any issues.

- Implementation of Core Operational Solutions Phase 2 National Crime/Case/Data Migration ongoing; C Division implemented on 16 November, with supporting activity under way in other East Divisions: P Division implementation is planned for 8 February and E/J on 19 April.

- Insight v2.1.1 has been released as of 11 October, PVG data now searchable on desktop and mobile.

- Mobile Working - New CRaSH app (RTC) delivered: CRASH live across RPU and National from 11 October supported by Comms and Camtasia how to videos.

3. <u>Engagement</u>

Since the last update the Engagement Team have remained within the West Command Area and more recently within G Division from the beginning of October to the end of last year, delivering 42 shift briefings to mainly Response and Community Officers (day and back shift) within 13 different stations, to a total of over 470 Officers within the Division.

A Change Engagement Project Event was held within Maryhill Police Office, affording divisional attendance from Officers and Staff from surrounding stations and specialisms to be involved in conversation and discussion with Project representatives including:

- DEPP - Mobile
- DEPP - COS Insight
- DEPP - BWV

- National Fleet
- Naloxone
- Taser

These informal events are very successful in promoting the message of Change and providing the operational frontline insight and awareness into the Digital, Change & Transformation Portfolio. The attached slides give a visual representation of the engagement carried out at Division. Over and above this core function the team continue to afford officers and staff insight around operational and procedural updates in line with current Force policies and guidance.

In addition to the local Divisional engagement, the Team organised and delivered a Senior Leaders' Forum for Chief Superintendent ranks, Staff equivalent and above giving the organisation's Senior Officers and staff members a chance to hear the latest updates from the Force Executive and those delivering key pieces of work.

Furthermore the Engagement Team also organised and delivered an Extended Leaders' Forum for Inspecting ranks and Staff equivalent which was for all 6 Divisions within the West Command area. This was attended by Senior Executives including DCC Taylor, CDIO Andrew Hendry and CFO James Gray who gave insight into the direction of the Force alongside operational and strategic updates. Projects stalls in attendance included:

- DEPP - Mobile
- DEPP - COS Insight
- DEPP - BWV
- MyCareer
- RPAS – Aerial Support Unit
- Naloxone
- National Fleet

There is a proposed plan of engagement for the year ahead, with various levels of engagement being scoped to include local shift briefings, Change Project Days, Extended Leader and Senior Leader Forums. Further details will be provided when these proposals have been confirmed.

2.4 Key Risks/Issues

1. The key risks are in relation to attracting, on boarding and retaining Staff & Officers leaving the Function.
2. Risk remains around capacity being unable to meet current demand
3. Attrition rates are steady with our perm roles

We are hoping to address/reduce these risks through the Prioritisation of existing portfolio 2022/23 in line with Capital Investment Group (finance allocation) - Annual review 2023/24 (ongoing) and which will be overlaid by resource capacity.

Additionally, the recruitment marketplace is traditionally slow in December and rebounds in January as people start to look at career options which may still impact on our ability to attract, but also retain staff.

3. FINANCIAL IMPLICATIONS

3.1 There <u>are no</u> financial implications in this report. Any impacts are captured in individual business cases.

4. PERSONNEL IMPLICATIONS

4.1 There <u>are no</u> personnel implications in this report. Any impacts are captured in individual business cases.

5. LEGAL IMPLICATIONS

5.1 There <u>are no</u> legal implications in this report. Any impacts are captured in individual business cases.

6. REPUTATIONAL IMPLICATIONS

6.1 There <u>are no</u> reputational implications in this report. Any impacts are captured in individual business cases.

7. SOCIAL IMPLICATIONS

7.1 There <u>are no</u> social implications in this report. Any impacts are captured in individual business cases.

8. COMMUNITY IMPACT

8.1 There <u>are no</u> community implications in this report. Any impacts are captured in individual business cases.

9. EQUALITIES IMPLICATIONS

9.1 There <u>are no</u> equality implications in this report. Any impacts are captured in individual business cases.

10. ENVIRONMENT IMPLICATIONS

10.1 There <u>are no</u> environmental implications in this report. Any impacts are captured in individual business cases.

RECOMMENDATIONS

Members are invited to discuss the contents of this report and appendices.

POLICE SCOTLAND
Keeping people safe

Audit Risk and Assurance Committee

Business Area	Change
Period Covering	**Sep-Dec 2022**
Presenter	**Andrew Hendry (Chief Data Information Officer)**
General update since last reporting period *(bullet points summary of key issues)*	**General** Budget requests for 2023/24 have been submitted for all Programmes/Projects for consideration. Portfolio design & Prioritisation for the remainder of 2022/23 has been agreed – this will form the basis of the draft portfolio for 2023/24. The annual exercise for prioritisation is being planned and will be completed in line with Capital Investment Group in January. This will be overlaid by resource capacity. **Specific delivery/ progress in period:** **Policing in a Digital World Programme –** Project status is red due to constraints on resources and impact on ability to maintain forecasted spend in this FY. Continued positive progress has been made with Digital Forensics and Critical Issues BJCs. ISO17025 training will now progress as funding has been released. **Cyber Resilience -** Splunk SIEM solution received CAB approval to go-live on 22/11/2022. Go-live has progressed without any issue **NLEDS** – A series of engagement meetings are now established between Project, Digital Division and Home Office. Full Business Case and Project Management Plan are being drafted. Project ToR and Project Board ToR drafted and has been circulated for review. Two Dependencies workshops have been scheduled in the coming weeks. Risk workshop

scheduled along with initial Benefits identification meeting. Further engagement scheduled with colleagues re DPIA and EqHRIA.

NICCS – Frequentis patch was delayed until 14/12/2022. The plan is to accept and deploy to do some initial testing to identify any immediate issues. Full testing will commence 09/01/23 with Frequentis engineer's onsite.

ESMCP- The Project Board on 16/11/2022 approved the briefing paper proposing changes to the future structure and governance of the project. The project will fall under SRO ACC Bond's remit from April 2023, held within C3, and will reallocate some existing officers elsewhere enabling PS to remain engaged with the National Programme and OCiP to ensure that the needs of the service are properly represented during the re-procurement process.

Digital Evidence Sharing Capability (DESC) – The DESC programme remains on track for pilot for delivery 1 on 24th Jan 2023. This will see basic capability brought online within Dundee region. This pilot will run for 6 months and allow all partners to explore the solution and experience new ways of working.

Digitally Enabled Policing Programme – Implementation of Core Operational Solutions Phase 2 National Crime/Case/Data Migration ongoing; C Division implemented on 16 November, with supporting activity under way in other East Divisions: P Division implementation is planned for 8 February and E/J on 19/04/2023.

Insight v2.1.1 has been released as of 11/10/2022, PVG data now searchable on desktop and mobile.

IBC for National BWV was approved at SPA Resources Committee on 10/11/2022.

Mobile Working - New CRaSH app (RTC) delivered: CRASH live across RPU and National from 11/10/2022 supported by Comms and how to videos. Project is now moving towards closure with handover plan in place to Digital Support & Evolution Group. (DSEG)

Continuous Improvement

Reasonable Adjustments – Recommendations report complete. Ongoing engagement with Stakeholders to agree next steps and allocate actions for process improvements.

C3 Review - Improvement plan with C3 SMT in development. Limited progress due to capacity.

	Recruitment E2E - Recommendation report has been drafted and is out for review / comment.

EPF Stores & Uniform project - Customer experience' questionnaire has been completed. The intent is to gain initial insight and data from recent kit & uniform 'customers'. Detailed breakdown of responses from customer sample will be analysed and used going forward to compare current and future state processes.

EPF Vehicle requisitioning project – Baseline data review underway

<u>Assurance Activity</u>

External Assurance

- The following External Assurance has taken place within the period
  - DESC Go-Live TAF (Scottish Government) – Delivery Confidence Assessment of AMBER was applied and 8 recommendations identified which the project team are currently addressing

- The following details External Assurance within the period and planned for next 3 months:
  - DESC Internal Audit (Azets) – tentatively scheduled for fieldwork to commence 6th February
  - NICCS Project TAF – remains tentatively scheduled for February 2023, however, discussions are underway with Project Team and SG DAO; Project timelines have moved right so TAF dates may also move right

Internal Assurance

- The following Internal Assurance has taken place during this reporting period:
  - PIR: BWV (AP) PIR is complete

- The following Internal Assurance is planned for next 3 months:
    PIRs - Mobile Working, MS Teams |
| **Key Risks/Issues (short summary of key risks issues)** | 1. There remains a risk around resource, as part of the portfolio planning for next year this will be re-assessed.
2. There is a risk around budget availability next year which may impact on project delivery/development. |

Decisions Requested *(highlight any decisions requested)*	• n/a
Papers Requiring Escalation *(highlight any papers / request for decisions escalated to relevant Force Governance Board)*	• n/a
Other Relevant Information *(highlight any other relevant information from functional board)*	• n/a

Frontline Involvement

FOCUS

G Division

What we do:

Bridge the gap between strategic Change and our frontline

Updates included the following topics:

- Mobile Working – Ph2
- Body Worn Video – Ph1
- Criminal Justice & Custody
- Taser Uplift
- D.E.S.C & COS Portals
- Fleet Management - ULEV
- Naloxone Test of Change
- Operational & Strategic Change

Over **40 day/back shift briefings** to Response & Community Officers and Problem Solving Teams.

13 Stations visited across the Division.

Over **470 Officers** engaged with…

Over 40 Change Network volunteers across the Division to help deliver updates on Change.