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Convener  
Justice Sub-Committee on Policing  
The Scottish Parliament  
The Royal Mile  
Edinburgh  
EH991SPDATE

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Dear Convenor

The Justice Committee's report on the Draft Budget 2018-19 contained at Annexe A a letter from the Sub-Committee on Policing on financial planning for the police service in 2018-19. This letter produced various conclusions (replicated below) to which Police Scotland have provided the following responses:

***Financial leadership and management***

*Conclusion: The Sub-Committee therefore requires Police Scotland to keep it informed about the review of its organisational structure, in particular providing details of the number of permanent or temporary financial posts and any reduction in those posts.*

The Finance Service Re-organisation has been split in to four distinct phases of the project, being:

- Tier 2 (Senior Management Team);
- Payroll;
- Tier 3 (Wider Management Team); and
- Phase Four.

Tier 2

The Tier 2 process has been concluded, including full consultation with impacted individuals. The final structure results in a change from a team of two to a team of seven within the senior management team. All seven of these roles have been recruited in to, with six individuals currently in post. The increase from two individuals to seven individuals in the SMT will support the removal of the reliance on external and temporary support arrangements, thus allowing Police Scotland to provide an improved finance service at a reduced overall cost.

## Payroll

Due to the advanced nature of the Payroll Project, the payroll team re-organisation was considered as a discrete element of the Finance Service. This decision was taken in order to best support the implementation of the single payroll system, and the associated processes. Following the initial proposal of a move to a payroll centre of excellence, there were a number of counter proposals received from the individuals impacted. These counter proposals were fully considered and, through engagement with a short life working group, a revised structure incorporating a three hub model will be implemented. To ensure successful transition, the project has a phased go-live approach. The go-live dates are currently planned for May 2018 (Lothian & Borders, Dumfries & Galloway and Fife); July 2018 (Northern, Grampian and Dundee); and September 2018 (Strathclyde and Forth Valley). To support the transition period, temporary staff will be brought in, however it is anticipated that the final staffing structure will be fully embedded by 31/03/2019. The consultation period for staff is ongoing, with proposed outcomes for all individuals to be presented to the Joint Negotiation Consultative Committee (JNCC) and to the National Voluntary Release Panel (NVRP) where applicable at the next available opportunity.

## Tier 3

The Tier 3 consultation period has commenced, with the initial proposal being presented to the JNCC on 15 March 2018. It should be noted that the figures included in the table below in relation to the number of Tier 3 Permanent Posts (16) includes three roles which will be within the payroll team, and one role which is not subject to this consultation (having previously been through a reorganisation). The counter proposal period for challenges to the structure has passed, with no such challenges received. The consultation period is still ongoing, and it is anticipated that the proposed outcomes for all individuals will be presented to the JNCC on 24 May 2018. Following this, recruitment in to the final agreed roles will commence, with the view to having all roles filled by 31 August 2018.

## Phase 4

The remainder of the re-organisation of the Finance Service has not yet been designed. It is the intention to allow the Tier 2 individuals to present proposals for their own individual portfolios which will then be considered collectively in advance of presenting a full proposal to the JNCC. The project plan has a target date of November 2018 for this proposal, however this is reliant on the timelines and direction of travel associated with the Corporate Services Transformation.

	Existing Contract		Existing Role			Post re-organisation	
	Permanent	Temporary	Permanent Post	Supernumerary Post	Temporary Post	Permanent Posts	Temporary Posts
Tier 1 (CFO)	1	0	1	0	0	1	0
Tier 2 (SMT)	2	1	2	0	1	7	1
Tier 3 (WMT)	4	7	2	6	3	16	1
Payroll	27	5	24	2	6	20	0
Phase 4	55	28	54	16	13	TBC	0
Vacant posts	22		22			0	0
Sub-total	89	41	83	24	23	44	2
<b>Total</b>	<b>130</b>		<b>130</b>			<b>TBC</b>	

Note 1

Note 2

Note 1: Although there is an increase in the number of permanent resources within the Tier 2, this will support the removal of the reliance on temporary and external support, resulting in an improved service at a reduced overall cost to Police Scotland.

Note 2: The Tier 3 "Post Re-organisation" figures presented are those currently proposed, subject to the conclusion of the JNCC agreed consultation process. Further, the total of 16 permanent posts includes three payroll posts.

### ***Communication and engagement in relation to financial planning***

*Conclusion: The Sub-Committee welcomes steps that have been taken to improve engagement with unions and staff associations in the financial decision making, such as the SPA's Finance Committee meeting in public and the creation of strategic engagement forums. However, the Sub-Committee is concerned that staff associations continue to be excluded from more detailed discussions about budget priorities and future financial planning. The Sub-Committee considers that additional steps must be taken to address this situation as a matter of priority.*

The 2018/19 Budget was presented to, and approved by, the SPA Board on 29 March 2018; the Three Year Financial Plan and Ten Year Financial Strategy was presented on 02 May 2018 and . Throughout the Budget setting process, and the development of the 3 Year Financial Plan and 10 Year Financial Strategy, there has been a significant level of engagement within Police Scotland, the SPA and the Scottish Government, including progressing through the appropriate governance groups. The 2018/19 Budget was also presented to the JNCC on 15 March 2018 with a briefing provided at this meeting.

At the SPA Board Meeting on 29 March we committed to undertaking further engagement with external stakeholders. We have done this, with individual meetings with key Scottish Government representatives and a tri-partite meeting with SPA representatives and the Scottish Government. In addition, we have met with both the Association of Scottish police Superintendents and the Scottish Police Federation to discuss the 3 Year Financial Plan and 10 Year Financial Strategy. This engagement has been positively received, and the robust 3 Year Financial Plan and 10 Year Financial Strategy will enable us to deliver our Policing 2026 Strategy and the underpinning 3 Year Implementation Plan as presented to Board Members on the 29 March.

### **ICT Provision**

*Conclusion: The Sub-Committee agrees with the evidence it heard that the development of effective ICT provision within the service is integral to the delivery of efficiency savings and achieving the vision set out in Policing 2026. The Sub-Committee notes that a draft ICT strategy has been prepared and that there has been recent investment in some ICT projects. However, the Sub-Committee considers that a full ICT strategy must be finalised and implemented as a matter of priority.*

As a result of the non-delivery of the i6 programme, the technology transformation of legacy ICT platforms that support core operational policing remains an outstanding issue that continues to present challenges in relation to the Force's data, information management and business process efficiency, which in turn affects operational effectiveness. In order to address these challenges and deliver on our 2026 strategy objectives, it is essential that the Force has credible and robust, vision, strategy and delivery plans in relation to Digital, Data and ICT, including a plan to address the continuing legacy of i6 non-delivery.

Our approach to technology delivery post i6 is to drive delivery within the overall 2026 Strategy, with Police Scotland placing the learning from i6 non-delivery at the very centre of our decision making processes, when considering options for our approach to future delivery. Given the pressing need to replace a range of legacy policing systems and the commensurate desire to minimise risk of non-delivery, the design principles underpinning our planning emphasise an approach which will be modular, iterative and Agile, with a strong preference towards the re-use or re-development of proven technologies, as opposed to the delivery of a single, new, all-encompassing solution procured from one particular supplier.

In support of the technology objectives laid out as part of 2026, the Digitally Enabled Policing Programme (DEPP) has been established as the vehicle to support delivery of relevant technology solutions, with ACC Malcolm Graham being appointed Senior Responsible Officer. Within the DEPP, the i6 footprint will be addressed in full through the Core Operational Solutions (COS) sub-programme.

The COS Initial Business Case was approved by the Police Scotland Change Board, on 1st May 2018. The COS IBC identifies the overall delivery strategy, the preferred modular approach and a series of phased delivery plans, which together are aimed to minimise risk and which reflect the learning from i6.

Phase 1, will be the delivery of the following modules:

- Core solution/Enterprise Data Engine (supporting Enquiry, Crime, Productions and Intelligence Modules)
  - National Missing Persons module
  - National Productions module
  - National Federated Search module (allowing single search across multiple data sources)
  - National Road Traffic Collisions module
  - Linkage of our Vulnerable Persons system to the UK Police National Database.
- (Note: Linkage will follow weeding of the Vulnerable Persons Database and will apply only to higher risk incidents)

Phase 1, is planned to complete within the first year of the programme and will enable early progress to be made in establishing the overall solution enterprise technology 'ecosystem', whilst delivering on those modules that are most time critical to the Force. Thereafter, phase 2 will comprise deliver of the major operational modules supporting Crime, Enquiries and Case management. Finally Phase 3 will deliver those modules which represent remaining added value, including the integration of standalone national applications, such as our newly introduced national Custody Solution (NCS). Overall it is envisaged that these 3 phases will be delivered within a 3 year period.

Investment of the £4.94 million in capital has been set aside for 2018/19 for the COS sub-programme area.

In addition to engagement within internal stakeholders, the Initial Business Case has been reviewed by colleagues from Scottish Government Digital Transformation Services, with feedback being acted upon to ensure that the proposed approach is aligned with wider Government and Criminal Justice Digital Strategies. The pace of development of the COS Initial Business Case has also been adjusted to ensure it is in alignment within the newly developed Police Scotland Digital, Data and ICT Strategy.

While a draft ICT Strategy was developed some time ago, Police Scotland recognised that in order to drive forward delivery of the objectives set out in our vision for 2026, it was necessary for us to have a joined up integrated approach to Digital, Data and ICT strategy across the organisation. It was also identified that the Force did not have sufficient in-house capacity to undertake the work required to deliver the a strategy for Digital, Data and ICT within the necessary timescale and therefore, with the support of SPA, the Force decided to engage with external Professional Service providers to deliver the necessary products that would allow the Force Executive to make informed decisions in relation to addressing the challenges outlined above.

At the end of 2017, an Invitation To Tender (ITT) process was undertaken in order to select a professional services provider who had the necessary capability and experience to help the Force define and deliver the required products and as a result of this process Ernst & Young were engaged to undertake the work to deliver the following key products:

- 1) A Digital, Data and ICT strategy
- 2) A Strategic Outline Business Case (SOBC) for the delivery of the strategy objectives
- 3) A series of 100 day plans that detail the work necessary to advance the project to Outline Business Case (OBC) and further detailed planning

Ernst & Young have now produced the required documents, including the combined Digital, Data and ICT strategy. These products have been reviewed and approved by both the relevant project governance group and the Force Executive and will be submitted to the SPA Board for review/approval on 31<sup>st</sup> May 2018. Thereafter, the Digital, Data and ICT strategy will be submitted to the Justice Sub-Committee for their consideration.

### **Body-Worn Video Cameras**

*Conclusion: The Sub-Committee notes the views of the SPF and the ASPS that the roll-out of body-worn video cameras should not be a priority for Police Scotland at this time. The Sub-Committee requests to be kept updated by Police Scotland on the development of any plans for the roll-out of body-worn video cameras. The Sub-*

*Committee considers that it is essential that unions and staff associations, as well as the wider public, are fully consulted if and when any plans for roll-out are developed.*

Our Policing 2026 Strategy, 'Serving a Changing Scotland'

<http://www.scotland.police.uk/assets/pdf/138327/386688/policing-2026-strategy.pdf> , articulates our vision for the future of policing in Scotland. The strategy places innovation at the heart of sustainable service improvement and includes a commitment to continue to develop our approach in this area.

Within the strategy, 'Investment in Information and Technology' is one of our six strategic objectives. As a result, the Digitally Enabled Policing Programme (DEPP) has been established to drive forwards delivery and innovation using ICT in support of operational policing.

In terms of Body-worn video specifically, an updated Policing 2026 Strategy 3-year plan was presented, with accompanying financial projections, to the Scottish Police Authority Board on 2<sup>nd</sup> May 2018. Whilst Body-worn video remains within the scope of the 3-year plan it is currently intended that the proposed public consultation and any subsequent implementation would occur within the latter part, with the consultation potentially occurring towards during financial year 2019/2020.

ACC Graham (Senior Responsible Owner of the DEPP), Neil Dickson (Director of Change) and James Gray (Chief Financial Officer) met with Scottish Government on 15<sup>th</sup> March 2018 to discuss Policing 2026 implementation, including the Digitally Enabled Policing Programme. Regular engagement will continue to discuss various aspects of the Policing 2026 programme and the Sub-Committee will be updated accordingly with the engagement, consultation and development of any plans to roll-out BWV.

In terms of other elements of the DEPP and our work to implement a range of key ICT innovations, the following provides some insight into a number of the more significant developments:

### **Mobile Working**

Towards the end of this year the roll-out of mobile devices to all operational officers and staff will begin. These devices will provide remote access to national systems and enable officers to replace their paper notebooks with e-notebooks capable of linking directly with Criminal Justice systems and partners.

Mobile working enables officers to stay visible in our communities for a greater proportion of their time, reducing the need to travel back to stations to access information and decreasing the time it takes to input information into our records systems. It also improves insight into relevant background information, enabling more efficient investigation and for services to be tailored better.

In support of summary justice reform, we are developing the capability to use the images taken using mobile devices to replace physical evidence, streamlining the management of crimes and cases.

### **Core Operational Solutions**

During this year we will also be rolling out a national Missing Persons IT solution which will, for the first time, provide officers with an overview of missing persons enquiries nationally. The system is highly automated and is designed to streamline the input of information. It has also been developed to speed up such enquiries, for

example by prompting users with useful background information, such as information regarding relevant locations when individuals have gone missing previously.

Later this year we will also roll-out a national Productions (i.e. evidence) management solution which introduces the ability to bar-code evidence, enabling quick and easy tracking as the evidence is passed around Criminal Justice and forensic partners.

To a similar timeframe, we will be linking our Vulnerable Persons Database with the UK Police National Database, automating information transfers and removing the need for officers to generate multiple logs. In addition we are presently developing a 'Google-like' Search Engine for our existing policing systems to provide operational officers and staff with an easy to use web based search capability.

Early next year we will be rolling out a national Road Traffic Collision reporting solution, which will again automate much of the information input processes. Thereafter we will be replacing our crime, case and intelligence systems with a national, integrated solution capable of removing the need for much of the existing rekeying of information.

All of these Core Operational Solutions will be delivered in both desktop and mobile 'App' format, providing operational officers and staff with the ability to input and access information in a suitable format, wherever they may be.

### **Digital Evidence Sharing Capability**

Work is also ongoing, along with other strategic Criminal Justice partners and Scottish Government to leverage the benefits of 'Digital Evidence', whether it be that provided by businesses in support of crime investigations, such as shopliftings, or that gathered as a result of our investigations e.g. CCTV footage.

The main challenge to delivery is the need to ensure that we properly control the management and access to what is often sensitive evidence. This can be only be achieved by developing an 'end to end' approach, linking evidence to the relevant crimes and cases as they pass through the justice process, and removing the present need to copy the evidence onto DVDs in order to meet the needs of our criminal justice partners.

We are currently supporting colleagues in Scottish Government to develop a Digital Evidence Sharing Capability (DESC) which Police Scotland could contribute to and which could be used for the sharing of relevant evidence across criminal justice networks. Engagement with potential suppliers is underway through a formal Request for Information (RFI) and a supplier demonstration day is arranged for 10<sup>th</sup> May 2018.

### **Custody Provision**

*Conclusion: The Sub-Committee is concerned by the evidence it has heard that, due to a reduction in the geographical locations in which prisoners can be held, prisoners are routinely conveyed over longer distances than would seem acceptable. The Sub-Committee considers that sufficient resources should be available to ensure that police officers can process prisoners in local custody centres.*

*Conclusion: The Sub-Committee notes that a review of Police Scotland's custody division is ongoing. It also welcomes the steps that are being taken to recruit more Police Custody and Security Officers (PCSOs). The Sub-Committee will continue to monitor this issue going forward.*

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In relation to the Sub-Committee's Conclusions as regards resourcing and the monitoring of Police Scotland's review of its Custody Provision, Chief Superintendent Garry McEwan, Criminal Justice Service Division, provided evidence to the Committee on the 7<sup>th</sup> December 2017 and Thursday 19<sup>th</sup> April 2018. Furthermore there has been recent and ongoing correspondence between Police Scotland and the Sub-Committee on matters pertaining to training and the new Hub structure which provides a current perspective on these issues.

I apologise for the delay in responding and if I can be of any further assistance please do not hesitate to contact me.

Yours sincerely,

David Page  
Deputy Chief Officer

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