

Oral Fluid Testing (90461)

Project Status Report - Detail

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Project Details

| | | | |
|--------------------------|---|-------------------------|-------------------------------|
| Portfolio | Road Policing | Sub-Portfolio | National Road Policing Centre |
| Project reports up to | National Road Policing Centre (Sub-Portfolio) managed Bruce O'Brien | | |
| Business Owner | Bruce O'Brien | Current Phase | Start-Up |
| Senior Responsible Owner | Steve Greally | Delivery Status | In Progress |
| Project Manager | Roger Jordan | Benefit Planning Status | In Progress |
| % Project Complete | 25% | % Phase Complete | 85% |

Management Control Status Reporting

| | Last Period | Current | Comments |
|-------------------|-------------|---------|--|
| Overall Status | Amber | Amber | <p>The Project shifted to Amber in March due to the resignation of the key Operational Support resource. The project established an Operations Working Group that is tasked to develop and draft the new policies and processes, to develop recommendations for approval, and develop the business requirements necessary to deliver an OFT and the wider impaired driving requirements of the Act. The project will remain in Amber until this group is embedded.</p> <p>Overall the project is progressing with the high-level delivery plan.</p> <p>Following completion of the Act it was recognised that the scope of the legislative change is broader than OFT. Ownership of all the LTA Act changes need to be defined and agreed. A proposed way forward was identified and endorsed by the OFT Governance Board as part of the Policy review paper.</p> <p>Resourcing going forward has been reviewed and funding for the recruitment of a Project Manager/Lead for the Operations workstream has been approved</p> <p>The Request for Proposal for an OFT device closed 27 April. Evaluation and trial exercises of short-listed devices will proceed in May.</p> |
| Benefits | Green | Green | No Change |
| Change Management | Green | Green | No Change. Discussion on a Stakeholder Impact Analysis has commenced to gauge the organisational view of the level of change perceived by the Act is in planning. This can then be repeated as we get closer to go live to gauge operational readiness. |
| Finances | Green | Green | Funding for FY 21/22 agreed with Portfolio and Projects team. Funding needs for FY 22/23 are currently in development |
| Resources | Amber | Amber | Resource needs to support the full LTA Act changes is currently under review. A Senior Business Analyst was onboarded in April to support the Impaired Driving / OFT projects. |
| Risks | Green | Green | Risks and Issues are being monitored and worked through to ensure appropriate mitigating activities have been identified. |
| Schedule | Amber | Amber | Royal Assent has now been received and a high-level delivery plan has been created. Further refinement is on-going. It is expected to be able to be baselined once the device is known and the new workstream planned out, expectation end June. |
| Scope | Amber | Amber | On-going discussions are underway to determine the ownership of the broader Act within Police. |

Key: Green: Performing to plan Amber: Project impacted, project team actioning Red: Off plan, management action required

Investment Objectives

1. Compliance with regulatory requirements.

Police currently detect drug driving after carrying out an impairment test using CIT processes and requesting a blood sample. Under Police are required to implement the Land Transport (Drug Driving) Amendment Act and initiate OFT in line with government directions.

2. Safer roads through improved detection and general deterrence of drug drivers on NZ roads.

Drug driver apprehension is currently limited to detection by officers when a driver is suspected to be impaired by drugs. This is achieved via a CIT test. It is anticipated that a random and compulsory OFT regime like that employed for drink driving, will significantly improve detection of drug drivers and will aid in general deterrence principles.

Executive Summary

Project status remains at Amber. Actions are underway for the path to green;

- Proposed change to the workstream structure, with the initial establishment of the Operational Working Group with additional resources added.
- Procurement workstream reflective of the historical Equipment Procurement workstream
- Insight and Capability Workstreams to be established

The OFT device RFP closed 27 April, following the initial longlisting of responses a trial exercise is scheduled in May to review the operation capabilities of each of the long-list devices from which a shortlist will be compiled.

Once shortlisted, it is proposed that a 'expert' review of those devices undertaken to ensure that the information provided within the responses is accurate in line with requirements with a focus on appropriateness of level of contraction detection and alignment to standards. It is felt that this information will be informative to the Minister of Police when having to review a recommendation.

Following the Impact Analysis workshop in April, a survey has been sent to attendees to gain feedback about impact and areas of consideration, the survey closes on Friday 20 May from which the feedback will be collated and reviewed.

Discussion have been ongoing on the engagement approach for the broader external reference group with a proposed model to be tabled and discussed with the governance group.

Progress this period

As at 30 April 2022:

Workshop held to review the impact of the legislation to ensure all deliverables from all changes made through the various readings in the house are incorporated.

The first Interagency Committee meeting was held with members including NZ Police, MOJ, MOH, MOT, MBIE, Waka Kotahi, WorkSafe, Dept of Corrections.

Review of the projects communication and engagement strategy and work to develop the OFT Intranet site and communication channels are underway. The Strategy is currently circulated for review.

The proposed Deployment Strategy was review by both Waka Kotahi and Ministry of Transport and is now progressing for review by the Understanding Police Delivery (UPD) panel.

A Senior Business Analyst commenced this month.

Governance:

The Oral Fluid Testing Governance Board met on 19 April 2022.

Additional funding is agreed to support the on-boarding of a Project Manager to support the implementation of the impaired driving/OFT operational workstream.

Next Steps

As at 30 April 2022:

Agree Police's scope in relation to the wider changes introduced by the Act.

The equipment evaluation process for the short-listing of devices and undertake a device trial exercise at the Plimmerton CVST.

Progress to development of the reporting requirements to support operational, evaluation and reporting needs.

ICT/Mobility to advise most suitable digital solution that can be developed by March 2023; a solution needs to be understood to confirm requirements for reporting, deployment CCI and strategy finalisation and operational process development.

Recruitment of a Project Manager to support the Operational Workstream.

Confirm the Project's engagement strategy and progress intranet uploads for staff reference and external engagements.

The Deployment Strategy and CCI will be presented to the UPD panel for feedback.

Establish a broader engagement approach with a wider stakeholder group.

Development of the Intranet site for the Programme

The OFT GB will next meet 18 May 2022.

The project will seek approval to move to the project's Design phase.

Update the Board on progress made in relation to confirming a broader impaired driving scope.

Finances across Financial Years 21/22

| | Capex | Opex | Totals |
|------------------------------|-------|-----------|-----------|
| Budget | \$ 0 | \$438,537 | \$438,537 |
| Actual to Date | \$ 0 | \$180,103 | \$180,103 |
| Forecast to Completion | \$ 0 | \$258,434 | \$258,434 |
| Estimate at Completion - EAC | \$ 0 | \$419,365 | \$419,365 |
| Variance (Budget – EAC) | \$ 0 | \$ 19,172 | \$ 19,172 |
| Contingency | \$ 0 | \$ 0 | \$ 0 |

Workstreams/Cost Distributions

| Name (#) | Business Owner | Phase | Delivery Status | Overall RAG | Previous Overall RAG | Status Report as at |
|---|----------------|----------|-----------------|-------------|----------------------|---------------------|
| Equipment Procurement(#128220) | | Delivery | In Progress | Green | Green | 02 May 2022 |
| <p>Executive Summary: The purpose of this workstream is to procure OFT equipment that meet legislative requirements related to the Land Transport Amendment bill. Since Royal Assent 11 March, the RFP TN/22/12 was published on the Government Electronic Tender Service on 23 March 2022. We've had a total 10 responses since the deadline closed 27 April 2022. The evaluation process has commenced, with the aim to complete a contract and order equipment with a preferred supplier by 31 October 2022.</p> <p>Overall Status Comments:</p> | | | | | | |
| Training and Enablement(#128221) | | Start-Up | On-Hold | Green | Green | 09 Mar 2022 |
| <p>Executive Summary: Continue to connect with the other workstream leads to understand their needs from Training and Enablement.</p> <p>Overall Status Comments: Progressing</p> | | | | | | |
| Operational Support(#128244) | | Start-Up | In Progress | Amber | Green | 05 May 2022 |
| <p>Executive Summary: An Operations Working Group has been established to deliver the operational requirements of the Act, following the departure of the workstream Lead. Expansion of the scope to include impaired driving requirement has been endorsed by the OFT Board and is being progressed.</p> <p>Overall Status Comments: Operational Support workstream Lead has left Police. Project placed into Amber until the newly established Operations Working Group is embedded. This group is responsible for the drafting of policies and procedures and development of policy recommendations for approval of the Director of RP. Baseline Gantt chart prepared for entire Act implementation to mitigate risks with dual project structure.</p> | | | | | | |

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|---|--|----------|-------------|-------|-------|-------------|
| Prosecutions(#128245) | | Start-Up | On-Hold | Green | Green | 09 Mar 2022 |
| <p>Executive Summary: Awaiting finalisation of the Legislation to undertake a review of the impact and plan out activities required.</p> <p>Overall Status Comments:</p> | | | | | | |
| Strategic Communications(#128246) | | Start-Up | In Progress | Green | Green | 05 Apr 2022 |
| <p>Executive Summary: Intranet landing page published and panui for staff to alert them to legislation being passed and next steps. Ongoing and regular liaison between Police, Waka Kotahi, and Ministry of Transport communications representatives on issues and media queries as they arise. Communications Strategy revised and circulated for first stage of feedback.</p> <p>Overall Status Comments: Penn Forrest in Strategic Communications is lead for the project. Penn has been liaising closely with Waka Kotahi and the Ministry of Transport and is currently working on the Communications Strategy.</p> | | | | | | |
| ICT/Case Management(#128247) | | Start-Up | On-Hold | Green | Green | 11 Feb 2022 |
| <p>Executive Summary: Conversations continue with the CM and Mobility teams to develop the project work plans. CM Business requirements are being developed. Alternative solutions are being investigated as it is unlikely that an OnDuty solution will be available in time.</p> <p>Overall Status Comments: Early stage of Start-up phase progressing well with continuing conversations with key members of the CM and Mobility teams; Business requirements are being developed.</p> | | | | | | |
| Deployment(#128248) | | Start-Up | In Progress | Green | Green | 29 Apr 2022 |
| <p>Executive Summary: Deployment papers are to be presented to the Understanding Policing Delivery (UPD) panel seeking feedback on the current proposed deployment strategy.</p> <p>ICT/Mobility teams are researching a digital solution that supports OFT deployment in time for go live March 2023. The system needs to be confirmed before work can commence on development and integration into existing networks and operational processes and deployment CCI.</p> <p>Overall Status Comments:</p> | | | | | | |

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|---------------------------------|--|----------|-------------|--|--|
| Mobility(#134076) | | Start-Up | In Progress | | |
| Executive Summary: | | | | | |
| Overall Status Comments: | | | | | |

Key Milestones

| Milestone Name | Baseline | Forecast | Actual | Variance | Status | Comments |
|----------------|----------|----------|--------|----------|--------|----------|
|----------------|----------|----------|--------|----------|--------|----------|

Status Key: Green – On schedule Amber – 0 to 8 days overdue Red – More than 8 days overdue Blue – Completed Grey – No Forecast, "Key Milestones" defined as those with the "SR" flag set

Dependencies on Key Milestones

| Dependent On (#) | Milestone Name | Forecast Date | Dependency Type | Milestone in this Programme | Forecast Date | Status |
|------------------|----------------|---------------|-----------------|-----------------------------|---------------|--------|
|------------------|----------------|---------------|-----------------|-----------------------------|---------------|--------|

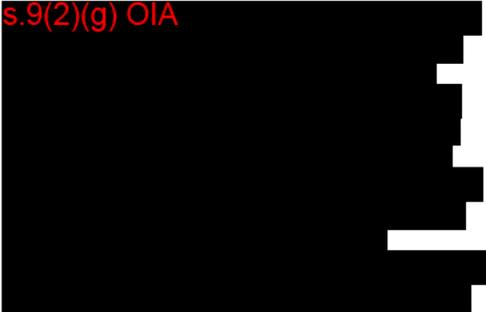
Risk Heatmap

| | | Impact | | | | | Total |
|------------|----------------|------------|-------|----------|-------|--------|--------|
| | | Negligible | Minor | Moderate | Major | Severe | |
| Likelihood | Almost Certain | | | | | | |
| | Likely | | | | | | |
| | Possible | | | 7 | | | 7 |
| | Unlikely | | | | | | |
| | Rare | | | | | | |
| Total | | | | 7 | | | 7 (16) |

Key Risks

| ID | Risk Name | Description | Last Review Date | Risk Owner | Target Risk Level | Controlled Risk Level | Escalation Level | Response Type |
|----|-----------|-------------|------------------|------------|-------------------|-----------------------|------------------|---------------|
|----|-----------|-------------|------------------|------------|-------------------|-----------------------|------------------|---------------|

| | | | | | | | | |
|---|-----------------------------------|--|-------------|---------------|--------|------|---------|----------|
| 11066 | Project delivery time constraints | Time constraints - IF Police are unable to deliver OFT testing within the proposed 12-month implementation period (for example – procurement delays could impact on time frames for operational policy development and training) THEN Legislation as enacted for the OFT requirement would not be delivered upon WHICH could damage the reputation of the Police and confidence in it's ability to deliver legislative change. | 23/May/2022 | Roger Jordan | Medium | High | Project | Reduce |
| <p>Status Report Comment: 15/03/22 - OFT GB propose monitoring via existing quarterly reporting via RSPP and Road to Zero channels.</p> <p>Mitigation: - Development of a integrated project plan based upon workstream plans identifying dependencies and milestones</p> <ul style="list-style-type: none"> - Other areas of the Drug Driving legislation will be enacted outside of the OFT project - Implementation Business Case to identify an future risk to delivery timelines - Establish a reporting cadence to external stakeholders as part of existing reporting structures to ensure visibility of Programme and risk | | | | | | | | |
| 11576 | s.9(2)(g) OIA [REDACTED] | s.9(2)(g) OIA [REDACTED] | 23/Feb/2022 | Steve Greally | Low | High | Project | Transfer |
| <p>Status Report Comment:</p> <p>Mitigation: s.9(2)(g) OIA [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> | | | | | | | | |

| | | | | | | | | |
|---|---|--|-------------|--------------|--|--|--|-------|
| 11695 | Oral Fluid Test device is not fit for purpose for roadside volume based testing | <p>IF the Oral Fluid Test device is not fit for purpose for roadside volume based testing THEN the benefit of an improved public perception of drug driving enforcement may not be achieve WHICH would reduce the impact of the legislation and the contribution to the Safer Roads programme.</p> <p>s.9(2)(g) OIA</p>  | 30/Mar/2022 | Roger Jordan | | | | Avoid |
| <p>Status Report Comment: 02/05/22 - Procurement tender closed 27 April. Evaluation and Trial phase will be undertaken in May which will determine if we have a device that is fit for purpose.</p> <p>Mitigation: • Ensure that requirements are clearly articulated within the RFP</p> <ul style="list-style-type: none"> • Review supplier responses to the RFP • Ensure that in the Minister briefing this, if realised, is noted • Ensure in the handover to operations at the end of the implementation programme that, if realised, is called out as an activity required in the future | | | | | | | | |

RAG Status Key: **Green**- Performing to plan **Amber** – Project impacted, project team actioning

Red – Off plan, management action required ,

"Key Risks" defined as those with the "SR" flag set

Escalated Risks

| ID | Risk Name | Escalated from (#) | Last Review Date | Risk Owner | Target Risk Level | Controlled Risk Level | Escalation Level | Response Type |
|---|--|---------------------------------|------------------|----------------|-------------------|-----------------------|------------------|---------------|
| 11153 | Unable to source suitable equipment | Equipment Procurement (#128220) | 29/Mar/2022 | Roger Jordan | | | Project | NA |
| <p>Status Report Comment: 28/02/22: Escalated to Project level for OFT Programme awareness</p> <p>Description: IF Police are unable to source technology that meets the legislative requirements, THEN an OFT regime cannot be carried out to deliver the Governments expectations.</p> <p>This risk covers complexity of device, i.e. that it's simple to use, and Health and Safety aspects of taking an oral fluid sample are assessed.</p> <p>Mitigation: • Clearly and explicitly communicate the legislative requirements in the Request for Proposal (RFP).</p> <ul style="list-style-type: none"> • Ensure the Tender evaluation Team only shortlist responses that meet the legislative requirements. • Directly negotiate with responders that are almost compliant. • Engage with other agencies and inform stakeholder of outcome of RFP if no device currently available. • Identify options, i.e. increase use of CIT, in the short term until a fit for purpose device is available • Incorporate the outcome of not having a device into the communications plan as a back-up | | | | | | | | |
| 11070 | Disproportionate impact on Maori and Pacifica groups | Oral Fluid Testing (#90461) | 23/May/2022 | Steve Grealley | Medium | High | Project | Reduce |
| <p>Status Report Comment: 17/05/22 - OFT deployment strategy and CCI to be presented to UPD for consultation and review. 15/03/22 - OFT PM to work with UPD team. 04/03/22 - Working with Strategic Advisor - Maori on the development of an engagement approach with minority groups</p> <p>Description: IF the deployment strategy doesn't look to eliminate the effect of bias when identifying drivers whom to stop for testing THEN minority groups could be disproportionately stopped WHICH could lead to significant over-representation of those Maori and Pacifica groups at all stages of the criminal justice system and impact negatively on Police and Government reputation.</p> <p>Mitigation: - Deployment Strategy to consider strategic vs deterrence principles, incorporating lessons learnt from wider Police programme on mitigating bias and engaging with representative stakeholders to input into the approach</p> <ul style="list-style-type: none"> - Critical Command Information to provide insight - Engagement with internal and external representatives of minority groups - Training of frontline staff - Engagement with other stakeholder groups to engage on the Act's implementation; Understanding Policing Delivery (UPD), NZTA; Waka Kotahi - Deployment based on crash statistics | | | | | | | | |

RAG Status Key: **Green** - Performing to plan **Amber** - Project impacted, project team actioning

Red - Off plan, management action required ,

"Key Risks" defined as those with the "SR" flag set

Key Issues

| ID | Issue Name | Description | Issue Update | Owner | Severity | Status | RAG Status | Comments |
|--|------------|-------------|--------------|-------|----------|--------|------------|----------|
| Key: Green - Performing to plan Amber – Project impacted, project team actioning Red – Off plan, management action required | | | | | | | | |

Escalated Issues

| ID | Issue Name | Escalated from (#) | Owner | Severity | Status | RAG Status |
|---|---|-------------------------------|----------------|----------|--------|------------|
| 11647 | Operational Support Workstream Resource | Operational Support (#128244) | Roger Jordan | Major | Open | Amber |
| <p>Status Report Comment: 30/04/22: Operations Working Group established to support the delivery of the operational requirements of the Act. 31/03/22: Raised to OFT project level for awareness.</p> <p>Description: IF resources are not available or not assigned to support the implementation of changes needed from the LT(DD) Amendment Act, THEN required skills, knowledge and experience may not be present to support the changes, WHICH will result in the inability of Operational Support team within NRPC to deliver as expected.</p> <p>Issue Update: The Operational Support team, NRPC, has a number of staff changes occurring (and expected) in the coming months that could mean the required skills, knowledge and experience to deliver the Act are not in place.</p> | | | | | | |
| 11492 | Project Governance Structure | Operational Support (#128244) | Steve Grealley | Major | Open | Green |
| <p>Status Report Comment: 30/04/22: The OFT GB endorsed the establishment of an impaired driving programme as proposed by the Policy review paper following a review of the requirements following Royal Assent. Issue is under discussion with leadership, recommendation to be made to the OFT GB at the March meeting</p> <p>Description: The way the Oral Fluid Testing Programme scope does not align with the Land Transport (Drug Driving) Amendment Act is creating risks for programme delivery and potential misalignment of delivery of outcomes.</p> <p>Issue Update: Endorsement from the OFT GB to establish an impaired driving programme to respond to all requirements of the LTA Act.</p> | | | | | | |