

# Impaired Driving Programme (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 Obrien		
Business Owner	Bruce Obrien	Current Phase	Deliver & Implement
Senior Responsible Owner	Steve Greally	Delivery Status	In Progress
Project Manager	Roger Jordan	Benefit Planning Status	Approved
% Project Complete	30%	% Phase Complete	20%

### Management Control Status Reporting

	Last Period	Current	Comments
Overall Status	Amber	Amber	The programme remains at Amber, with a return to green expected once resourcing and schedule activities have completed path to green tasks
Benefits	Green	Green	No Change
Change Management	Green	Green	No Change
Finances	Green	Amber	Path to green expected August. Change Request #947 to confirm funding for FY/22/23 to be approved by ID GB, prior to submission to Road Policing Sub Portfolio Board, noting that the request for funding to point of completion of the Implementation Business Case.
Resources	Amber	Amber	Path to green expected August. Change Manager joined team in July. Outstanding roles have been filled, Project Manager and Scheduler/Coordinator have been appointed with start dates of 1 August for both.
Risks	Amber	Amber	Risks and Issues are being monitored and worked through to ensure appropriate mitigating activities have been identified.
Schedule	Amber	Amber	Path to green expected in August when new resources have developed detailed work-stream schedules
Scope	Green	Green	No Change
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

Overall the project is progressing to the high-level delivery plan, with the plan being updated once detailed scheduling has been completed.

OFT devices continue to be laboratory tested. Logistics issues have delayed delivery of some devices. The work-stream continues to work with courier services to mitigate.

Work on the Operating Model under which OFT's will be implemented is on-going. Scheduled workshop on 8 August for each work group lead to walk through proposed process changes and review/challenge those proposed changes across the work groups.

Work continues on the Community Consultation for August and September with proposed approach put out for review, collateral being developed and finalised version to be presented for approval.

Minister's update on procurement has been drafted and is out for review.

## Progress this period

As at 31 July 2022:

Following the July Board meeting's approval of the recommendation on proposed development for Impaired Driving on the Mobility/Digital platform, a submission for development was submitted and is awaiting prioritisation.

A meeting was held with ESR to clarify roadside process to enable pricing model for blood tests to be created with a follow-up meeting scheduled in August. Business Architecture and proposed Operating Model continue to be developed to support the MVP implementation in March 2023.

Work on the collateral to support the community consultation is underway.

Maureen Carly left the role of Programme Coordinator. All recruitment of new roles (including a replacement for Maureen) based on the Impaired Driving structure has been completed with a Project Manager and Scheduler/Coordinator appointed, both are due to start in the roles on 1 August.

Assess and finalise the new policy updates for impaired driving chapters in the Police Instruction; prepare recommendations for approval from Director Road Policing. Finalise Police's response to medical defences. Commence development of the back office processes.

The change request #947 for FY22/23 drafted with initial currently being socialised. Once approved by ID GB it will be submitted to the Road Policing Sub Portfolio Board for approval.

The Inter-agency Committee met on 21 July 2022, with an action for all agencies on identification of any reporting needs required.

The Impaired Driving/OFT GB will next meet 18 August 2022.

## Next Steps

As at 31 July 2022:

Complete the on-boarding of new team members

Complete the process review workshop to be held on 8 August

Hold meeting with ESR to review fees

Undertake and complete the Police Instruction full review to ensure all impact Instructions have been identified and appropriately prioritised with owners

Visit to Victoria Police to understand their implementation of OFT and the challenges that they had with deployment and implementation

Continue the progress of development of the reporting requirements to support operational, evaluation and reporting needs

Commence Community Consultation

Commence development of detailed level work-stream schedules

Commence the development of the Change Plan

Commence and complete the development of the framework for Implementation Business Case and agree approach with IPO

## Finances across all Financial Years – TO BE CONFIRMED

	Capex	Opex	Totals
Budget	\$ 0	\$1,163,452	\$1,163,452
Actual to Date	\$ 0	\$155,000	\$155,000
Forecast to Completion	\$ 0	\$ 0	\$ 0
Estimate at Completion - EAC	\$ 0	\$1,008,452	\$1,008,452
Variance (Budget – EAC)	\$ 0	\$ 0	\$ 0

**Finances across all Financial Years – TO BE CONFIRMED**

	Capex	Opex	Totals
Contingency	\$ 0	\$ 0	\$ 0

**Benefits**

Benefit Name (#)	Benefit Owner	Phase	Status	Overall RAG	Comments
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## 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 Aug 2022
<p><b>Executive Summary:</b></p> <p>The purpose of this workstream is to procure OFT equipment that meet legislative requirements related to the Land Transport Amendment bill. Since the tender closed 27 April 2022, responses and devices have been evaluated with 3 now shortlisted. Due diligence is now being carried out on all 3 to help recommend a preferred device for approval. This includes an independent scientific review on the device's ability to meet the AUS/NZ Standards, followed by a legal review for assurance on whether the devices meet the standards.</p> <p><b>Overall Status Comments:</b></p>						
Operational includes Police Prosecutions, Mobility, ICT/NIA/CM, PIB, Legal and ESR(#128244)		Delivery	In Progress	Green	Green	01 Aug 2022
<p><b>Executive Summary:</b></p> <p>Work in the operational space is continuing to progress with a number of key legal, policy and operational recommendations on track to be drafted throughout August and September for review.</p> <p>A workshop is scheduled for 8 August with all work group leads to perform an end to end walk through of impaired driving looking to assess the current state of play as of that date, and identify all ownership for work still progressing with clear timeframes established.</p> <p><b>Overall Status Comments:</b></p> <p>The Operations Working Group and sub-groups have been able to progress development and are currently working through all identified policy issues.</p>						
Insights(#128247)		Delivery	In Progress	Green	Green	07 Jul 2022
<p><b>Executive Summary:</b></p> <p>The Insights work stream is being established. This work stream is responsible for the design and development of the reporting needs. Identifying the needs of operational, tactical and strategic reporting and that the capture of the information is timely, appropriate and necessary.</p> <p><b>Overall Status Comments:</b></p> <p>Early stage of establishment progressing .</p>						

Capability includes Change Management, Training, Strategic Comms, Stakeholders and Deployment(#128248)		Delivery	In Progress	Green	Green	01 Aug 2022
<b>Executive Summary:</b> Work is continuing to set up the community consultation process.  The training packages and final Comm's strategy are looking to both be reviewed this month to be progressed.  <b>Overall Status Comments:</b>						

### Key Milestones

Milestone Name	Baseline	Forecast	Actual	Variance	Status	Comments
<b>Status Key:</b> <span style="color: green;">Green</span> – On schedule <span style="color: orange;">Amber</span> – 0 to 8 days overdue <span style="color: red;">Red</span> – More than 8 days overdue <span style="color: blue;">Blue</span> – Completed <span style="color: grey;">Grey</span> – 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
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### Risk Heatmap

		Impact					
Likelihood		Negligible	Minor	Moderate	Major	Severe	Total
	Almost Certain			1	1		2
	Likely						
	Possible			5			5
	Unlikely			2			2
	Rare		1				1
Total			1	8	1		10 (10)

### Key Risks

ID	Risk Name	Description	Last Review Date	Risk Owner	Target Risk Level	Controlled Risk Level	Escalation Level	Response Type
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11066	Project delivery 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.	07/Jul/2022	Roger Jordan	Medium	High	Project	Reduce
<p><b>Status Report Comment:</b> 07/07/22: An minimum viable (MVP) solution based upon legislative demand is planned for March 2023. The broader Impaired Driving Programme will outline further developments to enhance the MVP once delivered.</p> <p><b>Mitigation:</b> - Development of a integrated project plan based upon workstream plans identifying dependencies and milestones</p> <ul style="list-style-type: none"> <li>- Other areas of the Drug Driving legislation will be enacted outside of the OFT project</li> <li>- Implementation Business Case to identify an future risk to delivery timelines</li> <li>- Establish a reporting cadence to external stakeholders as part of existing reporting structures to ensure visibility of Programme and risk</li> <li>- Develop an MVP for March 2023.</li> </ul>								
11372	Absence or Abstraction - Resources	<p>IF resource to support the change is constrained THEN the programme implementation may be delayed WHICH impacts on Police ability to meet it's legislative obligations as defined in the Act</p> <p>the impact of Covid on staff and their families or Police priorities take attention of the project members THEN the programme may be delayed RESULTING in delays to the delivery of the programme.</p> <p>Availability of NRPC resource to support the change due to resource constraint, BAU needs and also implementing the broader Drug Driving legislation changes</p>	11/Jul/2022	Roger Jordan	Low	Medium		Accept



**Status Report Comment:** 11/07/22: Management of all resourcing needs continues to be monitored and managed. FY22/23 financial forecast is in place and recruitment of personnel to support is either completed or underway. Operational priorities have the potential to disrupt along with ongoing constraints due to the COVID pandemic.

**Mitigation:** Ongoing activities to monitor:

- Engagement with SLT on any prioritisation changes
- Progress to plan,
- Resourcing,
- Budgetary management

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 equipment that meet the legislation	Equipment Procurement (#128220)	04/Jul/2022	Roger Jordan	High	High	Programme	Accept
<p><b>Status Report Comment:</b> 04/07/22 - If a suitable OFT device cannot be sourced for delivery in March 2023, a memo to the Minister outlining the reasons why will be presented. The procurement workstream are to seek direction from the Programme if unable to source a suitable device (e.g. whether to retender or negotiate potential customisations with suppliers.)</p> <p><b>Description:</b> IF Police are unable to source technology that meets the legislative requirements outlined in the Act, THEN the Minister of Police cannot approve a device and Police cannot carry out an OFT regime.</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><b>Mitigation:</b> • Clearly and explicitly communicate the legislative requirements in the Request for Proposal (RFP).</p> <ul style="list-style-type: none"> <li>• Ensure the Tender evaluation Team only shortlist responses that meet the legislative requirements.</li> <li>• Directly negotiate with responders that are almost compliant.</li> <li>• Engage with other agencies and inform stakeholder of outcome of RFP if no device currently available.</li> <li>• Identify options, i.e. increase use of CIT, in the short term until a fit for purpose device is available</li> <li>• Incorporate the outcome of not having a device into the communications plan as a back-up</li> </ul> <p>04/07/22 - The procurement workstream are to seek direction from the Programme if unable to source a suitable device (e.g. whether to re-tender or negotiate potential customisation with suppliers.)</p>								
12100	Oral Fluid Test device is not fit for purpose for roadside volume based testing	Equipment Procurement (#128220)	04/Jul/2022	Alisha Rayns	High	High	Programme	Avoid

<b>Status Report Comment:</b> s.9(2)(g) OIA <p><b>Description:</b> 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><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>• Ensure that requirements are clearly articulated within the RFP</li> <li>• Review supplier responses to the RFP</li> <li>• Ensure that in the Minister briefing this, if realised, is noted</li> <li>• 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</li> </ul>									
12096	Gender and Ethnicity data capture	Insights (#128247)	10/Jul/2022	Roger Jordan	Low	Low	Programme	Accept	
<p><b>Status Report Comment:</b> 11/07/22: The capture of gender and ethnicity data at point of interaction is a historically difficult requirement and can lead to assumptions and incorrect data being captured. NZ Police has implementing a project on gender and ethnicity which is looking to capture the relevant data in alignment with NZ standards which, once having built the back end standards will look to update frontend data capture.</p> <p>It is proposed that until the organisational standards have been built and standards around capture put in place that this dataset, though included in the dataset collected at the roadside is optional and not used for the purposes of gender or ethnicity based reporting.</p> <p><b>Description:</b> IF gender and ethnicity data is not able to be capture during the testing process THEN this data will not be available for insights analysis WHICH may be perceived as a failing to capture the necessary data and evaluate any disproportionate outcomes</p> <p><b>Mitigation:</b></p> <ul style="list-style-type: none"> <li>• Alignment of dataset with the broader organisational programme for capture of gender and ethnicity data</li> <li>• Incorporate basic capture in the manual forms though this optional and not for the purposes of gender of ethnicity reporting.</li> <li>• Using a dataset to identify disproportionate outcomes which is incomplete and inaccurate should be avoided</li> </ul>									
12093	Disproportionate impact on Maori and Pacifica groups	Capability includes Change Management, Training, Strategic Comms, Stakeholders and Deployment (#128248)	10/Jul/2022	Steve Greally	Medium	High	Programme	Reduce	



**Status Report Comment:** 01/08/22 - no updates since last month

11/07/22: In addition to the proposed use of the deployment dashboard, community consultation to be held in August and September to receive feedback on the deployment model.

**Description:** IF the deployment strategy doesn't eliminate the effect of bias when identifying drivers 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.

**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

- Critical Command Information to provide insight
- Engagement with internal and external representatives of minority groups / Community Consultation
- Training of frontline staff
- Engagement with other stakeholder groups to engage on the Act's implementation; Understanding Policing Delivery (UPD), NZTA; Waka Kotahi and Community Consultation engagement.
- 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
12262	FY22/23 Funding	Funding for FY22/23 is a yet to be agreed to be funded from within the CIIP allocation from Waka Kotahi		Roger Jordan	Major	Open		A change request #947 to confirm funding is due to be submitted, following approval from the ID GB, at the August meeting. If CIIP funding is declined, then the OFT Project funding will need to be prioritised from broader Police funding

**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
12118	Milestones and Funds impacted	Equipment Procurement (#128220)	Alisha Rayns	Major	Open	Amber

**Status Report Comment:**

**Description:** IF the change request to approve the updated milestones and funds are not approved, THEN the tasks required to recommend a preferred device cannot be achieved, which will impact the programme.

**Issue Update:** Change request is being reviewed by finance, with the aim to submit to RP Sub Portfolio for approval at the meeting now scheduled early August.