

Impaired Driving Programme (90461)

Project Status Report – September 2022 period

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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 Grealley	Delivery Status	In Progress
Project Manager	Roger Jordan	Benefit Planning Status	Approved
% Project Complete	50%	% Phase Complete	30%

Management Control Status Reporting

	Last Period	Current	Comments
Overall Status	Amber	Amber	The programme remains at Amber, due to concerns relating to the availability of a device to meet the legislation. Potential to shift to RED in October once the outcome of device testing is completed if no device meets the verification and/or legislative criteria
Benefits	Green	Green	No Change
Change Management	Green	Green	No Change
Finances	Green	Green	
Resources	Amber	Amber	AMBER due to the need to replace the OFT Project Manager
Risks	Amber	Amber	Risks and Issues are being monitored and worked through to ensure appropriate mitigating activities have been identified.
Schedule	Amber	Amber	Delays in the selection of a device mean the schedule remains at Amber, potential to move to RED in October if no device is identified or additional testing required.
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

Programme remains Amber, with potential to shift to RED in Oct. While device recommendation will be complete, due diligence of OFT devices has identified that only THC (psycho-active ingredient in cannabis) and Cocaine are able to be tested for roadside, with current market devices available. The impact of device technology only allowing testing for THC and cocaine falls short of the most prevalent drugs detection and has the ability to undermine the intent of the Act in reducing the number of deaths on the road, whilst also impacting the level of trust and confidence in NZP. Options to deliver OFT capability as planned in March 2023 have been developed. Appropriate decision and approval can occur following due diligence completion and device recommendation. Additional testing has identified two devices that meet verification criteria. These are now progressing to 1 day operational trial on 13 Oct. Two of the initial devices that failed verification testing are being re-tested. If re-test is successful, they will also take part in the trial.

Delay impacts of additional device due diligence are being mitigated through schedule refinement and removal of slack. Full delay impact can be identified once a device is confirmed which allows detailed scheduling, with all device selection dependencies incorporated, to occur.

Executive Summary

Work on the Operating Model (OFT implementation) continues with replacement BA now onboard.

With Precedent Codes amendments needing to incorporate specific drug and level test results within the charge/infringement, ICT workstream has been initiated focusing specifically on systems development to incorporate this data.

Community Consultation has not commenced due to Device due diligence delay impacts. Device recommendation will allow this to proceed.

s.9(2)(h) OIA NZP for currently updating before re-submitting including subsequent impacts of device testing delays plus latest device capability findings.

Progress this period

As at 30 Sept 2022:

- Proposed development paper for Impaired Driving on the Mobility/Digital platform was submitted and is awaiting prioritisation. Follow up meeting scheduled for 12 Oct
- Inter-agency engagement – Action on agencies to confirm any reporting needs closed on 30 Sept to allow reporting requirements to be finalised. Two Agencies provided feedback and any reporting requirements by the deadline for Police assessment on ability to share specific information. The Inter-agency Committee meets again 20 Oct
- Due Diligence of devices continues in parallel to preparation for 13 Oct Device trial
- ESR testing fee schedule costs are finalised. Costs will be substantially more to include different testing scenarios. Based on current test numbers this represents a potentially significant BAU costs increase which has been highlighted to the business. Contract variation is being submitted to Safe Roads Control Action Group (SRCAG) in October
- Proposed Operating Model continues to be developed to support the MVP implementation in March 2023
- Replacement Business Analyst resource has onboarded replacing BA who left suddenly in Aug **s.9(2)(a)** Deliverable delays on process and operating model were impacted as a result
- ICT workstream has been initiated and resources secured focusing specifically on systems development to incorporate Precedent Codes required data
- Community Consultation approach and collateral was endorsed in Aug. However, 6 week Community Consultation has not commenced until final device testing and recommendation report are complete. Following initial community consultation, wider consultation will continue throughout 2023
- Work continues on assessing and finalising the policy updates for impaired driving chapters in the Police Instruction. Undergoing peer review early Oct
- NZP development of medical defence process continues with back office processes also continuing to be developed
- Stage 1 Implementation Business Case development underway
- Victoria Police report was finalised for socializing as appropriate and presented to ID GB for Noting 29 Sept
- Implementation Business Case 2 stage framework and approach agreed with IPO
- The ID GB will next meet 25 Oct

Next Steps

As at 30 Sept 2022:

- Finalise and re-submit updated Ministers Procurement update Briefing
- Complete Device due diligence, including Trial
- Completion/Approval OFT device Tender Evaluation Report (TER) which includes recommended device selection
- Device Vendor Negotiations and Contract development underway
- Completion/Approval of Stage 1 Implementation Business Case
- Completion/In Approval process for Ministers OFT Device Briefing Memo
- Undertake Device Procurement workstream assurance evaluation
- Finalise IQA with vendor (utilizing Gemtech due to existing project knowledge gain through role as Probity Advisor during the device procurement)
- Finalise the development and refining of detailed work-stream level schedules
- Complete Logistics Plan
- ESR blood test schedule and fees developed. ESR contract renewal and test fees variation drafted for review by Safe Roads Control Action Group (SRCAG)
- Continue to develop/progress the Police Instruction updates and appropriately prioritise with owners
- Continue to work with ICT workstream on the required ICT changes underway for Precedent Codes
- Agree final Precedent Codes changes and begin loading
- Continue to refine and finalise the March 2023 MVP Operating Model
- Commence Community Consultation
- Training scope and package agreed
- Training collateral development underway

Next Steps

- Continue the development of the Change Plan
- Completion/Approval of the reporting requirements to support operational, evaluation and reporting needs

Finances across all Financial Years

	Capex	Opex	Totals
Budget	\$ 0	\$1,163,452	\$1,163,452
Actual to Date	\$ 0	\$593,316	\$593,316
Forecast to Completion	\$ 0	\$570,136	\$570,136
Estimate at Completion - EAC	\$ 0	\$0	\$ 0
Variance (Budget – EAC)	\$ 0	\$0	\$ 0
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	Red	Red	30 Sep 2022
<p>Executive Summary:</p> <p>The purpose of this project is to procure OFT equipment that meets legislative requirements related to the Land Transport Amendment bill. Since the tender closed 27 April 2022, responses and devices have been evaluated with independent lab testing being carried out to verify whether a selection of potential devices meet the AS/NZ Standards. So far, two out of eight conform so will be trialled on 13 October 2022. The workstream status is RED due to outcomes of the devices testing, resource capacity, and impacted timeframes.</p> <p>Overall Status Comments:</p> <p>The workstream status is now RED due to outcomes of the devices testing, resource capacity, and impacted timeframes. A new issue has been identified, which is to be owned by the ID Programme Manager (see issue #12513)</p>						
Operational includes Police Prosecutions, Mobility, ICT/NIA/CM, PIB, Legal and ESR(#128244)		Delivery	In Progress	Green	Green	03 Oct 2022
<p>Executive Summary: This month the key focus for the Operations workstream is as follows:</p> <ul style="list-style-type: none"> - Finalisation of the Operations Work stream schedule (this continues to be a working document). - Precedent Codes - clarification of legislative requirements from Legal and Prosecutions and the subsequent impact of these on ICT requirements, requiring the initiation of the ICT precedent codes work stream with initial work being undertaken to gather business requirements and subsequent sizing, planning and costing activities - ESR the development of a Police Options Analysis memo with recommendations for fees and schedules for blood sampling - Medical Defence Policy and Process - establishment of a working group to develop the process and policy - Co-ordination of the first District Liaison Group meeting - with nominations from all RPM's and the set up of these meetings for the 06 and 11 October 2022 <p>Overall Status Comments:</p> <p>Work currently on track, however the ICT Impact assessment and timeline for delivery for Precedent Codes is yet to be received and will potentially impact timelines for delivery</p>						
Insights(#128247)		Delivery	In Progress	Green	Green	05 Oct 2022
<p>Executive Summary:</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>Overall Status Comments:</p> <p>Early stage of establishment progressing. Inter-agency partners provided any information requirements for consideration by 30 Sept.</p>						

Capability includes Change, Community Consultation, Comms, Stakeholders, Training and Deployment(#128248)		Delivery	In Progress	Green	Green	03 Oct 2022
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Executive Summary:

The community consultation is on "hold" which means that this piece of work has not moved to delivery stage. Engagement continues but no consultation on deployment is being undertaken. An interagency engagement plan is being built that provides an overview of who the lead agency or agencies are, and will confirm the engagement and communication activities that will be undertaken by the agency. An update to the intranet and key messages are planned for October (working with Strategic Communications). Mike Brooklands, National Manager, CVST presented at the Transporting NZ conference 29/9. Mike provided us with an excellent opportunity to engage with the commercial sector. An audit is being undertaken on the initial impact analysis and work completed on the operating model, and an additional impact analysis stage will take place during October. The initial impact analysis focused on the impact from the legislation change, this additional phase is a check-in and supports the development of the implementation plan, staff business impact and training requirements. A training overview has been started with the intention of building on this in the kick-off workshop planned for mid October. There are key dependencies for training, communication, and consultation progress that are dependent on the device and the police and police procedure documentation.

Overall Status Comments:

Community consultation is on hold, but otherwise the workstream is tracking well. There is a lot of work still to be done in the engagement space. The initial focus on the community consultation also delayed some work progressing, but this is expected to be completed in October.

Technology/ICT Drug Driving Legislation Changes / Precedent Codes(#158507)		Delivery	In Progress	Green	Green	05 Oct 2022
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Executive Summary:

The Land Transport (Drug Driving) Amendment Act 2022 will come into effect on 11 March 2023; which includes the need for the applicable levels and limits of any 'listed' qualifying drug to be specified in the wording of any infringement or charging document. This will require ICT changes across OnDuty, NIA, Smart Reports, PIPs (vendor DXC), Business Intelligence and PDSI. The Discovery Phase is due to be completed by Fri 14/10 (Business Requirements & Sizing). An ICT Impact Summary and Financial Estimates will be provided to the OFT project on Wed 05/10 based on the business requirements known at this point in time. ICT are still awaiting the \$10k funding the Discovery Phase.

Overall Status Comments:

Discovery phase underway to inform next steps

Key Milestones

Milestone Name	Baseline	Forecast	Actual	Variance	Status	Comments
See attached Plan on a Page (PoP) for current view of high level Milestones across the OFT Project and Workstreams						

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

Risk Heatmap

Likelihood	Impact						Total
		Negligible	Minor	Moderate	Major	Severe	
Almost Certain				1	1		2
Likely							
Possible				6			6
Unlikely				1			1
Rare			1				1
Total			1	8	1		10 (12)

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	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.	01/Sep/2022	Roger Jordan	Medium	High	Project	Reduce
<p>Status Report Comment: 01/09/22: Planning activity underway 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>Mitigation: - Development of a integrated project plan based upon workstream plans identifying dependencies and milestones - Other areas of the Drug Driving legislation will be enacted outside of the OFT project - Implementation Business Case to identify any 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 - Develop an MVP for March 2023.</p>								
11372	Absence or Abstraction - Resources	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	01/Sep/2022	Roger Jordan	Low	High		Reduce

<p>Status Report Comment: 6/10/22: Continually assessing resource needs. Recruitment of replacement Project Manager underway</p> <p>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.</p> <p>Mitigation: Ongoing activities to monitor:</p> <ul style="list-style-type: none"> • Engagement with SLT on any prioritisation changes • Progress to plan, • Resourcing, • Budgetary management 								
12264	Financial impact on Road Policing of Impaired Driving amendment outside of OFT	IF during the development of the business case costs to other processes outside of OFT are identified THEN Road Policing will be required to mitigate this WHICH could impact on existing funding or Polices ability to meet the changes for the legislation	06/Oct/2022	Roger Jordan	High	High	Programme	Transfer
<p>Status Report Comment: 30/9: Going to SCARG for discussion and agreement of next steps in Oct 22</p> <p>Mitigation: Business case will identify if any other Police processes outside of OFT are impacted and the cost of this and the project to work with funding sources to identify potential funding</p> <p>Police make conscious police decision not to deliver certain parts of the legislation due to operational constraints</p>								
<p>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</p>								

Escalated Risks

ID	Risk Name	Escalated from (#)	Last Review Date	Risk Owner	Target Risk Level	Controlled Risk Level	Escalation Level	Response Type
12100	Oral Fluid Test device is not fit for purpose for roadside volume based testing	Equipment Procurement (#128220)	06/Oct/2022	Alisha Rayns	High	High	Programme	Avoid

<p>Status Report Comment: 6/10/22: Device testing and due diligence due to complete mid Oct 22 with device recommendation to follow.</p> <p>s.9(2)(g) OIA</p> <p>Description: 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>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 								
12658	ICT Business Requirements	Operational includes Police Prosecutions, Mobility, ICT/NIA/CM, PIB, Legal and ESR (#128244)	14/Oct/2022	Kristen Burne			Project	Reduce
<p>Status Report Comment: 6/10/22: ICT PM is developing timeline to help form view of ICT completion so Precedent change work can progress</p> <p>Description: If the Business Requirements change significantly, then the amount of ICT effort could increase and risk the 11 March delivery time frame. Any increase/change in time would potentially have financial implications.</p> <p>Mitigation: To work closely with the business ensuring any impacts are visible when they happen - 3 x meetings a week have been set up to monitor and identify any barriers to progression of this work To identify and seek critical priority decisions to ensure the MVP for legislation can be completed on time.</p>								
12096	Gender and Ethnicity data capture	Insights (#128247)	30/Sep/2022	Roger Jordan	Low	Low	Programme	Accept
<p>Status Report Comment: 30/9/22: Decision 2107- Agreement at ID GB 29/9/22 that until such time as an accurate means for capturing Ethnicity Data becomes available that NZP to not attempt to capture the information from roadside testing. Risk now Closed in Sentient</p> <p>would not be 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.</p> <p>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>Description: 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>Mitigation: • Alignment of dataset with the broader organisational programme for capture of gender and ethnicity data</p> <ul style="list-style-type: none"> • Incorporate basic capture in the manual forms though this optional and not for the purposes of gender of ethnicity reporting. • Using a dataset to identify disproportionate outcomes which is incomplete and inaccurate should be avoided 								

12093	Disproportionate impact on Maori and Pacifica groups	Capability includes Change, Community Consultation, Comms, Stakeholders, Training and Deployment (#128248)	21/9/2022	Steve Grealley	Medium	High	Programme	Reduce
<p>Status Report Comment: 3/10/22: A decision to "hold" community consultation means that there is no community consultation on deployment currently. 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.</p> <p>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.</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 - 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</p>								
12650	Impact of delay of device confirmation	Capability includes Change, Community Consultation, Comms, Stakeholders, Training and Deployment (#128248)	21/9/2022	Roger Jordan	High	Medium	Programme	NA
<p>Status Report Comment: 6/10/22: Impact of device decision could affect communication, engagement, consultation and training.</p> <p>Description: IF the decision on the device and direction for road side implementation is delayed past the end of October, THEN there will be a rise in risk for the following (a) training and the delivery of training packages; (b) communication and engagement (clear expectations should be being embedded into all comms); community consultation on deployment (there will not be enough time to gain feedback to input into the final deployment plan), WHICH could result in a loss of reputation and confusion on what will be delivered and when, and there will not be any input from community stakeholders into the deployment approach.</p> <p>Mitigation: 1. Review this following the decision made by ELT. 2. Create key communication messages following confirmation of direction. 3. Continue moving forward with training; with the understanding that the scope could significantly change. Start with the legislation changes as a 'general' training package. 4. Make a decision on progressing with community consultation to allow for inclusion in the mid-December deadline for the final deployment approach. Or, delay and include change approach to include a feedback stage in the new year (likely to tie in with the pilot - but depends on what will be changing in the public space at the time of the pilot start).</p>								
<p>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</p>								

Key Issues

ID	Issue Name	Description	Issue Update	Owner	Severity	Status	RAG Status	Comments
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