ISSUE:
NSW Police Force Major Works 'Fighting the Scourge of Ice' – Traffic and Highway Patrol Command.

BACKGROUND:
During August, 2015 the Office of the Commissioner responded to the tabling of the National Ice Strategy and progress of the National Ice Taskforce ratified by COAG council **(TAB 1 D/2015/370353)**.

The report identified that there had been a significant increases (15%) in the seizure of methyl amphetamine (144 tonnes) during 2011/12 financial year. The Commonwealth Govt outlined individual states would now need to review and bolster 'harm minimisation programs' if this continued to rise

As such, included in the 2015/16 NSWP budget was an allocation of 3 million dollars, over two years to enhance the random drug testing capability throughout New South Wales, in response to a rise in the number of drug related fatalities and injury collisions occurring in New South Wales.

COMMENT:
In September, 2015 Traffic and Highway Patrol tabled a business case to the ICT Board, which was approved **(TAB 2)**. This included increasing the capability to conduct random drug testing on roads in remote and regional areas through primarily;

Installation of Draeger (secondary) screening equipment in 136 locations in 76 Local Area Commands **(TAB 3)**.

Screening training to a limited number of officers (20) at each Local Area Command and/or Patrol Sector.
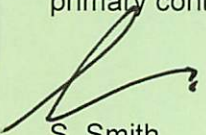
Co-coincide the rollout of capability with the Premier's election promise to increase random drug testing to 100k across in the 2016/17 financial year.

The NSWPF business case would also seek to also deliver;

- Detect and deter drug drivers and reduce the incidence of drug drivers on NSW roads
- Assist Police to reduce anti-social behaviour through the detection of illicit drugs
- Provide clear statistical analysis for both operations and research by the NSWPF
- Creation of the Clinical Pharmacologist positions in the Impaired Driving Research Unit
- Provide a timely data collation process for Illicit Drug Testing
- Explore opportunities for faster and more accurate drug testing devices.

RECOMMENDATION:
The principal reporting agency for the National Ice Strategy is NSW Health, which should be the primary contact for future requests for this portfolio.

S. Smith
Commander, State Operations
Traffic and Highway Patrol Command
29 June 2016

1. Commander, Traffic and Highway Patrol Command

   agree

   John Hartley
   Assistant Commissioner
   Traffic & Highway Patrol Command
   30/6/16

2. GIPAA unit

137019   IAU Reference 1

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NSW Police Force

SECRETARIAT
OFFICE OF THE COMMISSIONER

MEMORANDUM

TO: Commander, Major Events and Incidents Group
Commander, State Crime Command
Commander, Traffic and Highway Patrol Command

CC: Deputy Commissioner, Specialist Operations
Deputy Commissioner, Field Operations
Portfolio One, Executive Advisory Unit
Director, Office of the Commissioner

FROM: Bridie O'Sullivan
A/Manager Secretariat

DATE: 30 July 2015

SUBJECT: Correspondence from the Department of Premier and Cabinet – National Ice
Strategy

The Office of the Commissioner is seeking advice on this matter. Please review the attached correspondence and provide advice relevant to your command.

To achieve the required time frame your advice (or emailed NIL response) should reach Portfolio One, Executive Advisory Unit, Office of the Commissioner, Police Executive Offices (PEO) by **midday, Wednesday 5 August 2015.**

Please contact a portfolio representative on Eaglenet 45361 should further assistance be required in relation to this request.

Bridie O'Sullivan

Bridie O'Sullivan

ISSUE:

National Ice Strategy.

BACKGROUND:

The National Ice Taskforce presented an interim report to COAG on the use and impact of crystal methamphetamine (ice) on the Australian community. The Report indicated that global seizures of methylamphetamine have grown each year since 2010. From 2011 to 2012, the weight of methylamphetamine seized by law enforcement increased by 15% to 144 tonnes. Australia as a whole and specifically the NSWPF has not been immune from this increase in use and associated seizures.

COMMENT:

Currently, all Australian police jurisdictions that perform Roadside Drug Testing (RDT) use similar processes & devices to conduct the initial roadside drug test. All jurisdictions screen for the same prescribed illicit drugs :-

- **Delta-9 –Tetrahydrocannabiol** (THC) the active component of cannabis;
- **Methylamphetamine** - also known as speed, ice, crystal meth or base;
- **Methylenedioxymethyamphetamine** (MDMA) also known as ecstasy.

Where a vehicle is stopped for the purpose of RDT, vehicle controllers are required to undertake an initial roadside screening test for illicit drugs. Police use the *Securetec Drugwipe II twin* oral fluid testing device for this test. This device is used by all Australian Police jurisdictions conducting RDT.

If the vehicle controller returns a positive result to the initial screening test, a confirmatory secondary oral fluid test is conducted. New South Wales, Queensland, the Australian Capital Territory and Western Australia use the *Drager DrugTest 5000* analyser.

At this time, the marketplace is scare in respect to manufactures of drug screening devices capable of identifying the prescribed illicit drugs accurately. The screening and the identification of illicit drugs is a niche market with limited product development being undertaken to meet the specific requirements of Australian police jurisdictions.
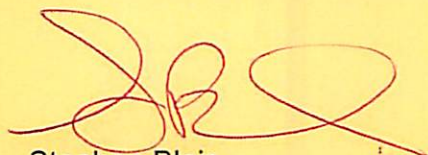
The RDT device is expensive compared with testing for alcohol. The cost of conducting a single RDT (initial and secondary test) in NSW is $58.00. Anecdotal evidence indicates there is a marked variance in respect to the purchase price each police jurisdiction is charged by Drager & Securetec for RDT consumables.

A viable option for would be for each Australian police jurisdiction to become a partner in a national consortium, using their combined procurement power to negotiate a fairer and equitable single purchase price from each Company.

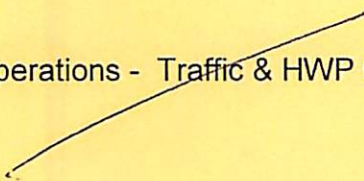137019   IAU Reference 3

RECOMMENDATION:

It is proposed that an inter-jurisdictional working committee be formed to progress a procurement strategy that will enhance both the choice of supplier/s and deliver a cost benefit solution to the NSWPF and other State Policing Agencies.

Stephen Blair
Inspector
Roadside Drug Testing Unit
Traffic & HWP Command
5th August 2015

Commander Operations - Traffic & HWP Command

Commander - Traffic & HWP Command

This falls within the ambit of ANZPAA and its working Groups to assess market

John Hartley 5/8/5
Assistant Commissioner
Traffic & Highway Patrol Command

National Ice Action Strategy – Potential Initiatives

Report ref	Initiative	What is it?	How will it address current challenge/gap?	Who?	How will it be implemented?
Target primary prevention					
1	Produce targeted communication strategies that are evidence based and target those most at risk.	(a) A follow up national public awareness campaign promoting treatment options and available support. (b) Complementary targeted communication material for at risk groups.	Consultations identified the need for a shift to action orientated messaging and the development of evidence-based strategies that target those most at risk.	Cwth (Health), in consultation with States and Territories.	Health prepares communication material in consultation with expert bodies. The mass media campaign could be implemented by late 2015, with targeted materials available in early-mid 2016. States and Territories to be consulted on content.
2	Work with high-risk industries where current use is understood to be relatively high to improve workplace responses to ice use.	Trial a meth-specific workplace prevention and intervention project within a high risk industry. The results of the trial will inform the wider roll-out of future meth-specific workplace interventions.	Experts have identified several industry groups that have higher rates of methamphetamine use, including construction, mining and transport. There is a lack of evidence-based, meth-specific programs available for workplaces to support effective prevention and intervention.	Cwth (Health).	Workplace prevention and intervention trial to be conducted by an expert body (e.g. NCETA, who have strong expertise in this area) in a high risk industry (e.g. mining or construction). Commencing in mid-2016, with the first evaluation after 12 months.
3	Develop evidence-based resources to support teachers and parents to better educate young people about ice and link with the community based networks and toolkits.	Material to be part of a suite of online resources on safe school and student wellbeing issues for teachers, students, parents, specialist professionals supporting students, and pre-service teachers through the Safe Schools Hub.	Consultations were clear on the need for more information for families, teachers and students.	Cwth (Education), in consultation with States and Territories.	Education implement through the National Safe Schools Framework. Engage expert body (NDARC) to develop content. Implementation occur by end-2016 / early 2017. States and Territories to be consulted on content.

National Ice Action Strategy – Potential Initiatives

Report ref	Initiative	What is it?	How will it address current challenge/gap?	Who?	How will it be implemented?
Improve access to early intervention, treatment and support services					
4	Improve access to client-centred treatment and support services:				
a) and c)	Improve AOD treatment planning to ensure resources and services are provided to the areas of highest need. This includes supporting improved referral pathways to ensure coordination across services and reduced burden on emergency departments.	Cwth/S&T agree to work together to consider the outcomes of the Treatment Review and agree on funding and planning responsibilities. This work is also to include an analysis of service gaps and the development referral pathway protocols to establish linkages across sectors and services.	Will improve sector planning and efficiency and reduce duplication. Will ensure services are distributed according to need. Will enhance knowledge of appropriate referral pathways and encourage service linkages.	Cwth (Health) with States and Territories.	Agreement between Cwth and S&T, to be reached by end of 2015-16.
b)	Improve access to AOD treatment within Commonwealth-funded primary care services.	The Cwth to take action to ensure primary care is supported to deliver screening, detection, assessment and brief interventions for drug and alcohol issues, including methamphetamine.	Will improve access to early intervention and treatment in more cost-efficient setting.	Cwth (Health).	TBD.
d)	Expand access to online counselling and trial self-help modules.	Expand existing online counselling program to include meth specific components.	Online interventions are showing promise by increasing access to early intervention and treatment, particularly for those that experience barriers (e.g. geographical remoteness) or are less likely to seek help (including Indigenous and LGBTI communities). Australia does not current have any online intervention specifically for ice use.	Cwth (Health).	Existing Turning Point online counselling program to be expanded.
e)	Improve access to telephone information, counselling and follow-up services, and ensure hotlines incorporate methamphetamine expertise.	Cwth and S&T to work together to ensure individuals and families affected by the drug ice have a single point of contact where they can go to receive information, counselling and other support services.	Will strengthen existing services, reduce confusion and create efficiencies.	Cwth (Health) with States and Territories.	Health currently engaging with S&T counterparts to explore appropriate models.

IAU Reference 6

National Ice Action Strategy – Potential Initiatives

Report ref	Initiative	What is it?	How will it address current challenge/gap?	Who?	How will it be implemented?
Support local communities to respond					
5	Establish a new community grants programme to facilitate implementation of locally-developed solutions to drug misuse problems.	A grants-based program to allow communities to apply for funding for specific locale-based solutions to ice.	Empower in-need communities to respond in a locally-relevant way to ice (including Indigenous communities).	Cwth (Health or PM&C or DIRD).	Grants program to be run once per annum, with applications assessed against eligibility criteria. Program to commence 2016-17.
6	Develop an online, curated toolkit to support communities to better understand and address the problems caused by ice.	An online resource that provides information on how to deal with ice in a variety of settings and roles.	Provide a central and authoritative source on how to deal with ice use, whether as a user, family member, or worker.	Cwth (Health).	Tender process to select a developer and maintainer for the toolkit. Resources to be commissioned through expert bodies.
7	Trial brokerage models that integrate services and support referral pathways between local health, support, employment and other programs.	Sites selected to trial models where brokers work to integrate coordination and co-operation between drug and other services in a local area with a focus on ice.	Ensures services have an understanding of other supports available, and promotes the development of local partnerships and referral pathways.	Cwth (Health), States & Territories.	Commonwealth to negotiate with a State to implement a trial through an existing mechanism (e.g. Area Health Service). May be managed under a project agreement arrangement.

National Ice Action Strategy – Potential Initiatives

Report ref	Initiative	What is it?	How will it address current challenge/gap?	Who?	How will it be implemented?
Improve tools for frontline workers					
8	Review existing resources and implement evidence-based national guidelines informed by research on how to deal with methamphetamine in a variety of sectors and settings.	Refreshed national resources for a variety of professions on how to identify deal and treat methamphetamine.	Provides up-to-date information to support front-line workers.	Cwth (Health, with Education / Employment).	Commission the development of methamphetamine-specific guidelines for frontline workers and include training.
9	Expand the availability of training and development for frontline workers				
a)	Training to support national guidelines.	Fund the development and delivery of training models that support the implementation of new guidelines (*see Rec 8*).	Ensures frontline workers have the most up-to-date information on dealing with ice users.	Cwth (Health, Education / Employment).	Training to be delivered as a component of the guideline suite development (see Rec 8).
b)	Improve pathways for professional development.	Cwth to work with the relevant colleges / associations (e.g. Royal College of General Practitioners, Australian Psychological Society) to support the inclusion of stimulant-specific models in continuing professional development (CPD) training.	Will identify any gaps in the training of treatment and other support service staff.	Cwth (Health).	CPD modules and workshops to be developed in consultation with relevant colleges / associations and expert research bodies. Implementation to commence 1 July 2017.
c)	Provide additional just-in-time resources for frontline workers.	The toolkit (*rec 8*) be monitored and curated on an ongoing basis, allowing for the inclusion of new, updated evidence on best-practice.	Ensure that the online toolkit continues to be an up to date resource.	Cwth (Health).	Determine most appropriate body to maintain the toolkit through a tender process, ensuring appropriate expertise.

Report ref	Initiative	What is it?	How will it address current challenge/gap?	Who?	How will it be implemented?
Focus law enforcement actions					
10	Enhance the focus on intelligence and international engagement in disrupting methamphetamine supply:				
a)	Strengthen security at air and sea ports through better screening of workers.	Strengthen screening for workers who require Aviation and Maritime Security Identification Cards (ASICs/MSICs) to work in sensitive zones at ports and airports.	Reduce the threat from trusted insiders by ensuring criminal intelligence can be used to identify card holders / applicants who have connections with organised crime.	Cwth (ACC/ AGD /Infrastructure).	Amend legislation early 2016 to allow use of criminal intelligence for background checks. AGD and ACC cooperate to undertake criminal intelligence checks on card holders.
b)	Establish a new national IT platform to hold and share criminal intelligence between law enforcement agencies.	A new IT system to hold and share criminal intelligence. This will replace an old and ineffective system.	Will enable law enforcement to target organised crime more effectively through better intelligence-driven approaches.	Cwth (ACC).	ACC to conduct a pilot study over two years to define the requirements of the system. Develop and implement system.
c)	Build on existing approaches to target supply into regional and remote communities, including by outlaw motorcycle gangs.	Increase law enforcement focus on and cooperation to target supply into regional and remote communities (including Indigenous communities).	Prevent ice use in regional and remote communities before it becomes fully established.	Cwth (ACC), State and Territory police forces.	Increase intelligence sharing through the ACC and State and Territory Joint Management Groups. Use ACC special powers to identify relevant crime groups.
d)	Strengthen the focus on international cooperation to enhance disruption capacities and to control imports of methamphetamine and its precursors.	A national stocktake of existing international cooperative arrangements that are relevant to the supply of ice, and to make recommendations for improvements.	A number of agencies have existing cooperative programs to combat the international drug trade. These arrangements can be better targeted to address the supply of ice.	Cwth (AFP, with ABF, AGD, DFAT and DIPB).	Cwth agency working group conduct a stocktake of existing international cooperative arrangements relevant to the supply of ice and make recommendations for improvements.
11	Prioritise the commencement of a national scheme on unexplained wealth to reduce financial incentives for organised crime.	Nationally consistent laws on unexplained wealth.	Make it easier to confiscate assets held across several jurisdictions, and remove incentives for criminals to move assets between jurisdictions to avoid confiscation.	Cwth (AGD), States and Territories.	Development of scheme underway through COAG Law Crime and Community Safety Council. One jurisdiction to pass legislation followed by Cwth for scheme to commence. Scheme to be operational by mid-2016.
12	Institute more comprehensive, consistent and adaptive precursor controls.	Ensure consistency in Commonwealth and State and Territory precursor chemical controls and update regularly. Institute an electronic end user declaration scheme.	Reduce the ability of drug manufacturers to circumvent controls in particular jurisdictions and access chemicals used to make drugs. Enable law enforcement to track precursor chemicals more effectively.	Cwth (AGD), States and Territories.	Underway through COAG precursor advisory group. Implement enabling legislation. Establish a repository for end-user declarations.

IAU Reference 9

National Ice Action Strategy – Potential Initiatives

Report ref	Initiative	What is it?	How will it address current challenge/gap?	Who?	How will it be implemented?
Improve and consolidate research and data					
13	Consolidate and strengthen current information gathering efforts across health and law enforcement, including providing an early warning system of drug use trends Through, for example:	Establish an illicit drugs monitoring system through improved consolidation and analysis of existing data.	Provide more accurate and earlier warning of drug use trends using available data.	Cwth (ACC/Health).	Establish an online database and provide quarterly reporting on drug trends through analysis of available data. Use ACC, Health and AIHW resources to conduct analysis.
a)	Conduct the National Drug Strategy Household Survey on an annual basis and implement strategies to increase the quality of the survey.	Refine the NDHS and conduct annually, rather than every three years.	Provide a more regular and reliable indication of drug use trend to support better policy responses.	Cwth (Health/ AIHW).	Define improvements to the existing survey and conduct annually.
b)	Establish national waste-water testing and regularly review drug use patterns, including targeting those communities that can provide an early warning of changes in drug use patterns, or who use drugs at a higher rate.	Establish a national waste water analysis capability.	Provide more timely information on drug use in Australia to provide a better evidence base for policy responses.	Cwth (ACC).	Contract an existing service to develop and implement a national programme.
16	Fund research into:				
a)	Law enforcement approaches, including in concert with international partners.	Funding specifically targeted to research on effective law enforcement responses to illicit drug use, including ice.	There is no body / organisation currently providing strategic direction or funding for research in this area.	Cwth (IGCD agencies, Australian Institute of Criminology / NDLERF).	IGCD agencies establish an agreement with AIC / NDLERF to direct research to areas of priority identified by the Taskforce, and IGCD.
b)	A practical, lower-cost test for industry and law enforcement to identify methamphetamine use.	Review options to develop a lower cost drug test for roadside use by police and relevant industry / workplaces.	Current drug testing is expensive, particularly compared to testing for alcohol.	Cwth (AFP through Australia New Zealand Policing Advisory Agency Road Policing Forum).	AFP to engage ANZPAA to review testing mechanisms available in Australia and overseas, to inform development of a lower cost test and national guideline for use on the road and in workplaces.
c)	Evidence-based pharmacological treatments for methamphetamine detoxification and withdrawal.	Scoping study to review existing research and recommend appropriate next steps in investigating pharmacological treatments research.	There are no evidence-based pharmacological treatments currently available.	Cwth (Health).	Health to commission scoping study, with study outcomes to inform research specifications and scope. Outcomes of scoping study to be delivered by early mid-2016.

IAU Reference 10

ISSUE:
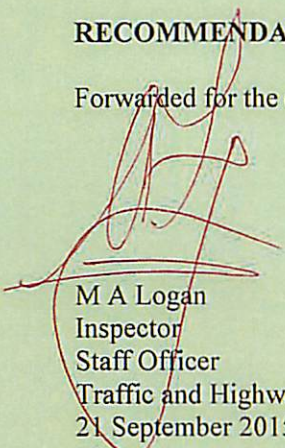
Business Case – Scourge of Ice.

BACKGROUND:

- In the 2015/16 state budget, Treasury assigned capitol funding to allow the NSW Policed Force to increase the level of Random Drug Testing in this State.
- A Business Case has been developed at this Command to address issues necessary to achieve the increased level of testing.

COMMENT:

In the attached Business Case, the Director – Research Development and Projects at this Command, Superintendent Lipman outlines the funding and resources necessary to achieve the increased roadside drug testing sought by government.

RECOMMENDATION:

Forwarded for the consideration of the ICT Executive Board.

M A Logan
Inspector
Staff Officer
Traffic and Highway Patrol Command
21 September 2015.

1   Assistant Commissioner, Traffic and Highway Patrol Command

Forwarded for consideration. R. A. Ry—
R. A. RYAN
A/A/c
21 SEPT 2015.

2   ICT Executive Board.

NSW Police Force

Business Case
Scourge of Ice

Document Identifier	
Document Description	Business Case *Scourge of Ice*
Owner	Traffic & Highway Patrol Command
Status	Final
Version No.	V1.0
Version Date	17 Sep 15

Prioritisation Index Score			Total Capital	$3,000,000.00
Stakeholder Commitment	Election Promise	☐	Total Recurrent p.a. after Implementation	$
	Minister	☐		
	Mandatory/Legislative	☐	Commencing FY	15/16
	CEP Member	☐	Expected Duration	2 years
	A/Commissioner	X		
Add to Refresh Program			Yes ☐ No ☐	

NSW Police Force

Document Control

Document Owner(s)	This is a managed document authorised by the Project Executive and Project Manager.
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Template Release Status

Version No.	Date	Author	Reason for Release
1.0	2009	G.Berry	Aligned with TPP 08-05
1.1	4/02/2010	M.Barrett	Updated use of properties, formatting
1.2	5/02/2010	M.Barrett	Example text added
1.5	29/11/2012	J.Weal	New Format
2.0	14/01/2013	J.Weal	Finalised Template in New Format
2.1	14/04/2014	K Kewalramani	Updated to align with Business Case Framework
2.2	01/07/2014	K Kewalramani	Updated Figure on p34 to align with A&P BRD Document and latest Org Structure.

Document Version Control

Version No.	Date	Author	Description
V 0.1	12 Aug 15	L Dei Rossi	Creation of Document
V0.2	14 Sep 15	L Dei Rossi	Amend to document after review
V 1.0			

Document Review Status

Version No.	Date	Incorporate In	Reason for Review and by Whom
0.1	dd/mm/yy		
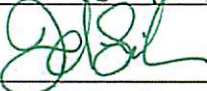
Approval

Proposed by Project Manager / Author

Name & Position	Leona Dei Rossi, Project Manager
Location	Traffic & Highway Patrol Command
Contact Number	8882 1408 (E/N 64408)
Date	12 Aug 15
Signature	*L. Dei Rossi*

Authorised by Director, Development, Research & Projects

Name & Position	Superintendent John Lipman APM
Location	Traffic & Highway Patrol Command
Contact Number	8882 1400 (E/N 64400)
Date	18-9-2015.
Signature	

Authorised by Commander

Name & Position	A/AC David Driver
Location	Traffic & Highway Patrol Command
Contact Number	8882 1200 (E/N 64200)
Date	18/09/15
Signature	

Endorsed by IEB Executive Board (IEB)	Yes	No
Date		

Endorsed by DCOP	Yes	No
Name & Position		
Date		
Signature		

Recommendation by the Investment Advisory Committee for:

Urgent funding:	Yes	No
Funding Availability	Yes	No
Funding Source:		
IAC Chair Name & Position		
Date		
Signature		

Endorsed by Investment Committee	Yes	No
IC Chair Name & Position		
Date		
Signature		

Contents

Tables

Figures

1   Executive Summary

Recommendation	This business case is based on a Treasury funded capital provision of $3m over two years to provide for the purchase of drug testing equipment and support across New South Wales.		
Name of Solution	The resulting solution will be known as Scourge of Ice		
Cost	Capital	$3,000,000.00	Recurrent	$
Delivery Schedule	August 2015 – June 2017		
Delivery Risk	Medium Risk (as per NSW Treasury Gateway Project Profile Assessment)		
Expected Timeframe for Benefits Realisation	Benefits are expected to commence within FY2016-2017.		

Table 1: Executive Summary

The purpose of this business case is to provide a drug driving, end to end process for Impaired and randomly detected drivers, including the rollout of drug testing equipment to facilitate detection of illicit drugs across New South Wales. This would provide statistical reporting in relation to drug and alcohol trends across NSW. In a recent 15-16 State budget announcement a Treasury funded capital provision for the purchase of drug testing equipment was announced.

The three elements of the drug and alcohol process are:

- tracking of samples,
- investigation, and
- statistical reporting.

The first element would be a seamless and more efficient method of data entry with automatic transfer to COPS. Providing improved statistical information and reporting for future planning, educational strategies and identifying "hot spots". Drugs, especially Ice, will require a focused and prolonged enforcement approach or it will cause a rise in collisions and fatalities.

The Scourge of Ice has a medium priority within NSWPF due to the impact on road fatalities and impaired drivers. The project will contribute towards 12 Government Objectives / priorities please refer to section 3.1.3 for more details on alignment.

The key stakeholders and clients for this project include:

- Traffic & Highway Patrol Command (THWPC)
- All Field Operations of the NSW Police Force through Region Commanders
- NSW Health – Hospitals

- NSW Forensic & Analytical Science Service (FASS)

- Business & Technology Services (BTS)

- NSW Transport Centre for Road Safety

The objectives of the project are:

- Reduced representation of drug impaired drivers in crashes;

- Assist Police with the detection of illicit drugs and hence reducing anti social behaviour;

- Provide clear statistical analysis for both operations and research by the Clinical Pharmacologist in the Impaired Driving Research Unit;

- Explore opportunities for new and faster accurate drug testing devices;

Three (3) options were considered to address the issues and requirements described above. These options were:

- Option 1 Base Case – Scourge of Ice: Roll out Drug Kits with a single efficient process for electronic data entry with automatic transfer to allow statistical reporting for future planning, education and identifying "hot spots:

- Option 2 – Rollout Drug Kits Only. This would allow testing of drivers however without the support and processes in place a bottleneck would occur at several pinch points within the system. Also currently no effective statistical reporting is available for future planning and education strategies.

- Option 3 – Do Nothing: Continue with current Random Drug testing regime which is limited by the number of tests which can be processed by the Traffic Technology Blood Sampling Unit and FASS.

An evaluation of the options selected Option 1 as the preferred solution. A single efficient process for electronic data entry with automatic transfer to allow statistical reporting and analysis for future planning, education and identifying "hot spots.

There are significant risks associated with not completing this project. These are:

- Increased representation of drug impaired drivers in crashes

- While it is probable that the technology will improve and become cheaper over time, there is also a learning curve, and the time required to develop, install and roll out the system. Any delay to the systems introduction may impact at a time when increased road use problems demand its immediate application.

- If the mobile drug technology is not implemented it could inhibit the ability of front line police to impinge on anti-social and criminal behaviour.

- Little or no statistical information or reporting which would inhibit future planning, educational strategies and identifying "hot spots" and trends in use of drugs, especially Ice.

The major assumptions made in developing this business case are:

- The process and technology will be accepted by NSW Police Officers

- Leverage on realised benefits and lessons learnt, cross pollination of technology from the Random Drug Testing Unit to generalist operational police to impact on crime relating to drug driving.

PRINCE2 Project Methodology will be used to implement and govern the project.

The benefits will be managed in accordance with the NSW Government Finance and Services Benefit Realisation Guidelines v1.2. A benefits realisation management plan has been developed and is included as an appendix.

2 Introduction

2.1 Purpose of the Business Case

The purpose of this business case is to provide an end to end process for Drug Testing, provide drug testing kits across NSW Police Force and provide statistical and analytical reporting in relation to drug and alcohol trends. Thus increasing the ability of NSWPF to conduct both impaired and random drug testing operations.

2.2 Joint Agency Proposal

Does this proposal represent a joint agency project?	Yes ☐ No X

2.3 Process Used to Develop the Business Case

2.3.1 Process Used

In a recent 15-16 State budget announcement a Treasury funded capital provision for the purchase of drug testing equipment.

2.3.2 Framework

The NSW Treasury Guidelines for Capital Business Cases set the framework for the document's development, which has been done in accordance with the requirements of the following policy papers:

- NSW Treasury Policy Paper TPP07—5, NSW Government Guidelines for Economic Appraisal July 2007
- NSW Treasury Policy Paper TPP07-6, Economic Appraisal Principles and Procedures Simplified July 2007;
- NSW Treasury Circular TC 06/02, Treasury Review of Financial Impact Statements;
- NSW Treasury Policy Paper TPP07-4, Commercial Policy Framework: Guidelines for Financial Appraisal;
- NSW Treasury Policy Paper TPP04-1, NSW Government Procurement Policy;
- NSW Treasury Policy Paper TPP08-2, Total Asset Management (TAM) requirements for updating the NSW State Infrastructure Strategy (SIS);
- NSW Treasury Circular NSW TC 08/07, Revised Project Size/Risk Thresholds for the Submission of Business Cases and Gateway Reports;
- NSW Treasury Policy Paper TPP06-10, Information and Communication Technology (ICT) Capital Investment Process.

Information for the business case was also sourced from the following documents:

- Premier's Memorandum 2007-20 State Plan Priority F4: Embedding the Principle of Prevention and Early Intervention;

2.4 Structure of the Business Case

The business case follows the TPP08-05 NSW Treasury Guidelines for Capital Business Cases (December 2008) with its contents reflecting those requirements. The structure is comprised of:

Section	Heading	Description
1	Executive Summary	The section provides a short, concise and clear overview of the proposal.
2	Introduction	This section outlines the purpose of the business case (what it aims to achieve), the process used to develop the business case and its structure.
3	Case for Change	This section demonstrates, justifies and identifies the priority of the service need. The case for change includes a discussion on the service need, strategic alignment, the projects priorities, benefits and the stakeholder engagement.
4	Analysis of the Proposal	This section provides an analysis of the proposal offers value for money relatives to alternatives. The analysis includes an objectives based assessment, risk based assessment and analysis of each options costs and benefits.
5	Implementation of the Proposal	This section demonstrates that NSWPF has the capacity to procure, implement and realise the benefits. This includes an overview of the project management arrangements that have been established for the governance, procurement, risk and change management tasks.

Table 2: Structure of the Business Case

3 The Case for Change

3.1 The Service Need

3.1.1 Policing Context

Accidents caused by drug or alcohol impaired drivers adds to Compulsory Third Party (CTP) insurance costs and imposes costs on other road users as a result of property damage and higher insurance premiums. Impaired drivers appear to be represented in fatal crashes. Therefore the enhanced enforcement of drug and alcohol screening will also provide an increased road safety benefit.

3.1.2 Service Rationale

A comparison between 2008 and 2015 statistics show a increase in the reported detection of drivers under the influence of methylamphetamine see Table below.

Month/Year	Number of Tests for Methamphetamine Conducted	Total Number of Drivers Positive for Methamphetamine
February 2008	72	21
February 2015	104	67
March 2008	62	22
March 2015	115	72

3.1.3 Alignment to Strategic Objectives/Priorities

The table below provides the alignment of this project to the NSW 2021 Plan.

Mission		
NSW 2021 is a plan to make NSW number one. It is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities.		
Strategy	**Definition**	
Rebuild the Economy	Restore economic growth and establish NSW as the 'first place in Australia to do business.	☐
Alignment Comment		
Return Quality Services	Provide the best transport, health, education, policing, justice and family services, with a focus on the customer.	
	Goal 16: Prevent and Reduce the Level of Crime.	X

Mission		
NSW 2021 is a plan to make NSW number one. It is a 10 year plan to rebuild the economy, provide quality services, renovate infrastructure, restore government accountability, and strengthen our local environment and communities.		
Strategy	**Definition**	
	Goal 17: Prevent and reduce the level of re-offending.	☐
	Goal 18: Improve community confidence in the justice system.	☐
Alignment Comment	Detection of drivers using illicit drugs.	
Renovate Infrastructure	Build the infrastructure that makes a difference to both our economy and people's lives.	☐
Alignment Comment		
Strengthen our Local Environment and Communities	Improve people's lives by protecting natural environments and building a strong sense of community.	☐
Alignment Comment		
Restore Accountability to Government	Talk honestly with the community, return planning powers to the community and give people a say on decisions that affect them.	☐
Alignment Comment		

Table 3: NSW 2021 Plan Priorities / Objectives

The table below provides the alignment of this project to the NSWPF Corporate Plan.

Mission		
Police and the community working together to reduce violence, crime and fear.		
Priority	**Definition**	
Crime	Reduced domestic, family and sexual violence	☐
	Reduced alcohol related assaults	X
	Prevent and reduce personal and property crime	☐
	Minimised serious, organised and adaptive crime	X
	Enhanced investigations	☐
Alignment Comment	Statistical information and reporting which would inhibit future planning, educational strategies and identifying "hot spots".	
Public Safety	Safer Roads	X
	Safer public transport	☐
	Safer public space	☐
	Emergency management preparedness	☐

Mission		
Police and the community working together to reduce violence, crime and fear.		
Priority	**Definition**	
	Counter terrorism preparedness	☐
Alignment Comment	Reducing number of impaired drivers making safer roads.	
Community and Partners	Increased community confidence in police	X ☐
	Enhanced resilience of communities and 'at risk' groups	☐
	Diversion without compromising public safety	☐
Alignment Comment	Police impinging on drug and alcohol impaired drivers and being brought before the courts.	
Our People	Safe workplaces, safe people and safe operations	☐
	A respectful, equitable and diverse workforce reflective of our community	☐
	Right people, right place, right time	X
	Advance the professionalization of policing	☐
Alignment Comment	Technology used to assist police in the execution of their duties.	
Our Systems	Improved service design and delivery	X
	Innovative and effective information, communications, science and technology	X
	Optimum asset management	☐
Alignment Comment	A seamless more efficient method of data entry and automatic transfer to COPS whilst improving statistical analysis of information and reporting for future planning, educational strategies and identifying "hot spots".	
Leadership	Enhanced leadership, management and supervisory capabilities	☐
	Increased senior management diversity	☐
	Clear direction, sound governance and transparent accountability	☐
Alignment Comment		

Table 4: NSWPF Corporate Plan Priorities / Objectives

The table below provides the alignment of this project to the NSWPF ICT Governance Strategy.

Mission
ICT demand and supply are governed from an organisation-wide perspective, enabling both innovation and effective delivery

Strategy	Definition	
Mobility	Decoupling location from work, enabling officers to perform their tasks in the field.	X
Alignment Comment	A seamless single entry time efficient process.	
Process improvement	Improving and automating policing processes to free up officers to spend more time in the field rather than on administrative tasks.	X
Alignment Comment	Removal of duplicate entry and paperwork including Red Tape Reduction.	
Information Management	Making information available and managed across the whole of NSWPF.	X
Alignment Comment	Statistical information available across the organisation.	
Collaboration	Effectively collaborating internally, with the community and with other agencies.	X
Alignment Comment	Mobile Drug Testing allowing police to be on the road rather than desk bound.	
Innovation	Leveraging innovation to deliver better services.	X
Alignment Comment	By providing a more efficient process to free up officers to spend more time in the field rather on data entry/administrative tasks.	
Asset Management	Mapping, optimising and refreshing ICT assets to meet business needs.	☐
Alignment Comment		
Business Alignment	Aligning ICT supply with the business and delivering the capability the business requires.	X
Alignment Comment	The Scourge of Ice Project will be a system designed by police for police.	
Delivery	Optimising ICT delivery, so that it is efficient and outsourced where possible.	☐
Alignment Comment		

Table 5: NSWPF Governance Strategy Priorities / Objectives

3.1.4 Scope (Inclusions / Exclusions)

The project covers three elements – these elements are tracking the samples from beginning to end, investigation and statistical reporting on a Windows 10 platform.

Scope	Details

Scope (Inclusions)	- Fill Project Positions
	  –Technical Officer
	  – Administrative Support Officer Grade 1/2
	- Document current Drug & Alcohol processes

Scope	Details
	- Review current service systems and issues with current systems not meeting operational needs;
	- Workshop new seamless process for Drug & Alcohol together with checks and balances throughout. This would also involve current operational systems integrated seamlessly into the final solution.
	- This process would encapsulate a multi layered level of supervision and auditing.
	- Develop Request for Quote documentation for Technical Specification for body of work capable of operating on current organisational platform as well as Windows 7 and 10 platforms.
	- Develop Reporting Portal for Stakeholders (i.e. THWPC Intel Unit, Pharmacologist, Transport NSW Centre for Road Safety, Region Commanders, Specialist Units)
Scope (Exclusions)	• Development of SOE for Windows • Anything outside of drug testing media and scoped software development

Table 6: Business Case Scope

3.1.5 Timing

- Funds received;
- Purchase Hardware – virtual servers for Drug Database.
- EOI for Administrative Support Officer 1/2
- Document current Drug & Alcohol process
- Review current service systems and issues with current systems not meeting operational needs
- Workshop new seamless process for Drug & Alcohol process together with checks and balances throughout. This would also involve current operational systems being integrated into the final solution.
- This process would encapsulate a multi layered level of supervision and auditing.
- Develop Request for Quote documentation for Technical Specification for body of work capable of operating on current organisation platforms as well as Windows 7 and 10 platforms.
- Develop Reporting Portal for Stakeholders (i.e. THWPC Intel Unit, Pharmacologist, Transport NSW Centre for Road Safety, Region Commanders etc).
- Train Users and provide documentation.

3.1.6   Cross Agency Involvement

- NSW Health
- NSW FASS
- NSW Transport Centre for Road Safety

3.2   Priority of the Service Need

Initiative from the Government to extend Random Drug Testing and a commitment to impact on crime, road trauma and state plan.

3.3   Benefits of the Service Need

Key Benefits	Beneficiary	Impact upon Beneficiary
Reduced time taken to process a drug sample	Police Officers TTS Blood Unit NSW FASS THWPC Intel	A more cost efficient process of single electronic data entry and an automatic entry to COPS Improved statistical information and report for future planning, education strategies and identifying "hot spots"
Reduce the proportion of offenders who re-offend	Community	Significantly expand the number of offenders that are detected which directly contributes to the safer roads by increasing the probability of apprehending first and second time offenders.

Table 7: Key Benefits and Identified Beneficiaries

A full benefits register has been developed and included in Appendix 1.

3.4   Stakeholder Engagement

In developing this business case and scope of service the following stakeholder consultation has taken place.

Stakeholder		Interest / Relationship	Comments / Issues Raised
Title	Name		
BTS	Network	Data Transfer	Discussion in relation to movement of Drug Testing information into (from NSW Health) to NSWPF. From NSWPF to FASS NSW FASS results returned electronically. COPS Event updated with results by way of a uniquely identified number.

Stakeholder		Interest / Relationship	Comments / Issues Raised
Title	**Name**		
NSWPF	Police Officer	Data Entry	
	Random Drug Sampling Unit		
	Blood Sampling Unit	Sample	The current manual process of data entry is time consuming and can not sustain the growth in this area. Administration position allows for full end to end testing of auditing features in line with organisational processes.
	Impaired Driver Research Unit	Data Analysis	Centre for Road Safety funded this unit to provide analytical data.
NSW Health	Emergency Room	Sample taken	Engage staff in an improved process for sample handling
NSW FASS	Laboratory	Analysis	Engage staff for receiving samples & associate data. Sample analysis documentation electronically returned to NSWP F

Table 8: Stakeholder Consultation

4 Analysis of the Proposal

4.1 Objectives

No.	Objective
1.	Reduce time required to process subjects through drug testing procedures.
2.	A more effective process of single electronic data entry and automatic transfer to COPS.
3.	Improved statistical analysis including geographical mapping.
4.	Improved reporting ability to facilitate future planning, educational strategies and identifying "hot spots".
5.	Reduce representation of drug or alcohol impaired drivers in fatal crashes.

Table 9: Business Case Objectives

4.2 Options

Three options were considered for the Scourge of Ice as listed below.

Option	Name / Title	Description
1 – Base Case	Scourge of Ice	Roll out Drug Kits with a single efficient process for electronic data entry with automatic transfer to allow statistical reporting for future planning, education and identifying "hot spots:
2	Rollout Drug Kits Only	Rollout Drug Kits Only. This would allow testing of impaired drivers however without the support and processes in place a bottleneck would occur at several pinch points within the system. Also currently no effective statistical reporting is available for future planning and education strategies.
3	Do Nothing	Continue with current Random Drug testing regime which is limited by the number of tests which can be processed by the Traffic Technology Blood Sampling Unit and FASS.

Table 10: Summary of Options Considered

4.2.1 Alignment with Objectives

Each option was assessed against its alignment to the project objectives using a traffic light approach. Under this approach, a red light represents poor alignment; amber light represents moderate alignment and green light represents a strong alignment. The results of this assessment are summarised in the table on the following page.

Objectives		Option 1 – Base Case	Option 2 – Rollout Drug Kits	Option 3 – Do Nothing
1	Reduce the amount of time required to process subjects through the drug testing procedure	● The current process is misaligned to operating standards.	● The current process causes delays in charges due to roadblocks in processing.	● The system fails to meet operational requirements.
2	A more effective process of single electronic data entry and automatic transfer to COPS	● The current process is misaligned to operating standards.	● The current process causes delays in charges due to roadblocks in processing.	● The system fails to meet operational requirements
3	Improved statistical information including geographical mapping.	● Due to a more comprehensive and streamlined process, the end result is more clear and transparent dataset.	● Currently no comprehensive data can be extracted from the system.	● Currently no comprehensive data can be extracted from the system.
4	Improved reporting ability to facilitate future planning, educational strategies and identifying "hot spots".	● Due to a more comprehensive and streamlined process, the end result is more clear and transparent dataset.	● Currently no comprehensive data can be extracted from the system.	● Currently no comprehensive data can be extracted from the system.
5	Reduce representation of drug or alcohol impaired drivers in fatal crashes.	● Increased detection of illicit drugs whilst driving should reduce representation in fatal crashes	● No increased operational capability.	● No increased operational capability.

Table 11: Options Alignment with Objectives

4.2.2 Option 1 Base Case – Scourge of Ice

Advantages	Disadvantages
• One system for drug and alcohol testing across NSWPF	• Reliant on BTS network infrastructure for data transfer.
Benefits	**Dis-Benefits**
• Road Safety • Reduction of Crime • Better Policing Outcomes • Improved Efficiencies	• Officers may be slow to take up this new technology.

Costs			
Total Capital	$3,000,000.00	Total Recurrent	$
Not applicable			

Impact on Services and Possible Integration with Government Agencies
A more efficient streamlined data processing method will be developed which will impinge on current workloads of NSW Heath, NSW FASS and NSW Police Force. The additional benefit of statistical geospatial reporting for Transport NSW Centre for Road Safety will allow a more targeted approach once this information is mature.

Table 12: Option 1 – Advantages, Disadvantages, Costs and Benefits

4.2.3 Option 2 – Roll out Drug Kits

Advantages	Disadvantages
• Increased Drug Testing across NSW	• Not leveraging on available data and current work practices
Benefits	**Dis-Benefits**
• Could rollout sooner	• Loss of statistical information • Increased workload for NSW Health, NSW FASS and NSWPF

Costs			
Total Capital	$	Total Recurrent	$
No Applicable			

Impact on Services and Possible Integration with Government Agencies
An inefficient data method which impinges on current workloads of NSW Heath, NSW FASS and NSW Police Force. There is little or no of statistical geospatial reporting for Transport NSW Centre for Road Safety.

Table 13: Option 2 – Advantages, Disadvantages, Costs and Benefits

4.2.4 Option 3 – Do Nothing

Advantages	Disadvantages
• Increased Drug Testing across NSW	• Not leveraging on available data and current work practices
Benefits	**Dis-Benefits**
• Could rollout sooner	• Loss of statistical information • Increased workload for NSW Health, NSW FASS and NSWPF

Costs			
Total Capital	$	Total Recurrent	$
No Applicable			

Impact on Services and Possible Integration with Government Agencies

An inefficient data method which impinges on current workloads of NSW Heath, NSW FASS and NSW Police Force.

There is little or no of statistical geospatial reporting for Transport NSW Centre for Road Safety.

Table 14: Option 3 – Advantages, Disadvantages, Costs and Benefits

4.2.5 Preferred Option

Option 1 – Scourge of Ice Project

4.3 Costs and Benefits

4.3.1 Methodology

Key parameters and assumptions used in the financial appraisal are:

Key Dependencies	• Availability of funds, particularly within the first financial year 2015-2016 and the following financial year 2016-2017. NSWPF must receive funds from Treasury by the end of August in order to engage appropriate project staff. • Stakeholders would be available to attend Scourge of Ice Board Meetings.
Financial Assumptions	• Australian Dollar maintains current position again the US dollar and Euro. • CPI consideration for project staff has been calculated. • All costs calculated excluding GST. • Realistic contingencies have been included in overall budget.
Hardware and Software	• BTS are able to install servers for Drug Database.

Assumptions	• Modification of the COPS system will be able to integrate with the new processes. • No change to NSWPF licensing or maintenance costs as a result of the project. The current and proposed system is fully licensed. • Progression of the transfer of data between agencies and the field would facilitate a more seamless solution.
Timing Assumptions	• Based on known current methodology, excluding slippage, the identified time frame may be met. • If unforeseen circumstances impact on critical timings, overrun may occur.
Change Management Assumptions	• Officers will be available for training in the required timeframes. • Intel Unit will be available for subject matter expert training in reporting. • In addition, Change Management activities for which capital costs have been assigned and resourced within the budget.
Resourcing Assumptions	• A Project Manager has been assigned however it is assumed that their employment will be continued to cover the timeframe of this project. • A suitable Technical Officer will be assigned to the project for its duration. • A Senior Police Officer will direct the project maintaining operational focus and transparency. • An Administrative Support Officer Grade 1/2 is required during the project for various identified data entry functions and auditing.
Benefit Assumptions	• NSW Police Officers take up this new process.
Data Assumptions	• BTS permit transfer of data between NSWPF and other government agencies. • BTS network is capable of handling the increase data transfer between Police Stations and PHQ.
Security Assumptions	• Encrypted data will met NSWPF Security expectations on the current platform.

Table 15: Key Parameters and Assumptions for Financial Appraisal

4.4 Sustainability

As discussed elsewhere in the Business Case, there are significant economic and social benefits arising from this project. There is a potential for a considerable improvement in road safety.

The secondary benefit would be for future interrogation of data obtained for use in planning and state goals.

This technology and process upgrade will improve the current system ensuring a seamless response for future business requirements.

4.5   Technical Standards and Legislative Requirements

The solution will comply with NSWPF technical and architectural standards.

The project conforms to relevant Australian and International Standards and required legislation.

- Public Finance and Audit Act
- Privacy and Personal Information Act 1998 Number 133.

5   Implementation of the Proposal

5.1   Project Planning – Delivery

5.1.1   Project Management Methodology

The project will be managed using the NSWPF Project Management Framework. This is based on the PRINCE2 2009 Project Management Methodology and has been developed to align with NSW GCIO requirements.

The framework involves seven (7) distinct processes as outlined in Figure 1. These are management processes which cover project activities commencing from project start-up, which focuses on setting up the right track from the beginning, through controlling and managing the progress of the project by using Police controls and reports to project closure and review.
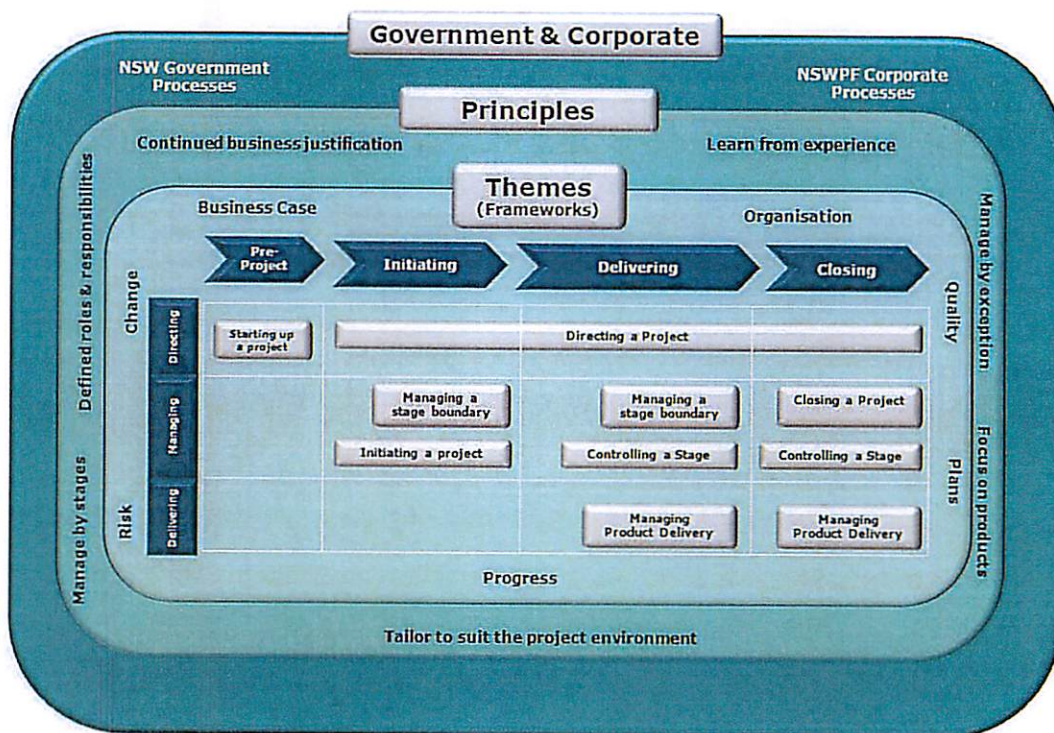
Figure 1: Project Management Process

5.1.2   Work Plan and Product Deliverables

The work plan and key deliverables for the project are outlined in the tables below:

Work Plan			
Stage	Description	Target Start	Target Finish
1 – Start up & Initiation	Fill Project Positions: – Administrative Support Officer Grade 1/2	Aug 15	Nov 15

Work Plan			
Stage	**Description**	**Target Start**	**Target Finish**
	- Technical Officer Document PID Create Risk Register Create Issue Register Form Working Board (engage senior stakeholders)		
2 – Development Phase	Initiate purchase of Drug Servers Engage minor Stakeholders Analyse current systems Develop process solution	Aug 15	Dec 15
3 – Software Initiation	Release RFQ Evaluate RFQ/Finalise Contract Engage Vendor Security Clearance & Confidentiality Agreement completed Software tested, complete & Signed off	Jan 16	Jun 16
4 - Implementation & go Live	Pilot Phase Go Live Training – Operational Training - Reporting Follow up Warranty	Jul 16 Oct 16	Sep 16 May 17
5 - Closure	Project Review	Jun 17	Jun 17

Table 16: Preferred Option Work Plan

Key Deliverables		
Products		**Deliverables**
Infrastructure	X	Purchase and install Servers
Security (Information Management)	X	Data encryption is met or exceeded
Software (application)	X	Blood Sampling Unit process, NSW Health processes NSW FASS processes
Hardware	☐	Dependent on final solution this may be a deliverable however at this stage of writing it is unknown.

Key Deliverables		
Products		**Deliverables**
Organisational Change Management	X	In line with organisational expectations.
End User Training	X	In line with organisation expectations
Technical Support / BAU Training	X	
Disaster Avoidance / Recovery	X	In line with organisation guidelines
Business Processes	X	In line with organisational expectations
Warranty	X	As required

Table 17: Preferred Option Product Deliverables

5.1.3　Project Board Roles and Responsibilities

Role	Responsibilities
Project Executive	The Executive is ultimately accountable for the project, supported by the Executive Stakeholders, CIO, CTO, Senior User and Senor Supplier.
	The Executives role is to ensure that the project is focused throughout its life on achieving its objectives and delivering a product that will achieve the forecast benefits, The executive has to ensure that the project gives value for money, ensuring a cost-conscious approach to the project, balancing the demands of the business, user and supplier. Throughout the project, the executive is responsible for the business case.
Executive Stakeholders	The Executive Stakeholder is accountable for all decisions relating to their respective business area which are directly related to the project.
	They support the Project Executive in achieving the delivery of a high quality end product for all affected business areas.
BTS	BTS is accountable for the technical aspect of the project. This role is responsible for supplying architectural and governance expertise and ensuring the BTS product delivered meets the agreed quality criteria for the project.
Senior User	The Senior User is responsible for defining what, when, what cost and quality is required to be delivered by the project. This means specifying the needs of those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use.
	The role represents the interests of all those who will use the final product(s) of the project, those for whom the product will achieve an objective or those who will use the product to deliver benefits.
	The Senior User role commits user resources and monitors products against requirements.

Senior Supplier	The Senior Supplier represents the interests of those designing, developing, facilitating, procuring, implementing, and possibly operating and maintaining the project products. This role is accountable for the quality of products delivered by the supplier(s). The Senior Supplier role must have the authority to commit or acquire supplier resources required.
Senior Advisors	The Senior Advisor is responsible for specifying the requirements and providing advice respective to their area of expertise which directly impacts the project. They are responsible for ensuring that requirements and resources from their relative area are accurately represented and communicated.
Project Officer, Technical	The Project Officer technical is responsible for ensuring that the project produces the required products to the required standard of quality and within the specified constraints of time and cost.
	The Project Manager is also responsible for the project producing a result capable of achieving the benefits defined in the Business Case.
	The Technical Officer will also be responsible for version control, source control, documentation requirements, testing, Change Approval Board (CAB), Production Readiness Acceptance Certificate (PRAC), and general support and troubleshooting.
Advisors	The advisors are responsible for specifying the requirements and providing advice respective to their area of expertise which directly impacts the project.
	This role may require more than one person or the establishment of a user group to cover all the user interests.

Table 18: Project Board Roles and Responsibilities

5.1.4 Project Team Roles and Responsibilities

Project Manager	The Project Manager is responsible for ensuring that the project produces the required business products to the required standard of quality and within the specified constraints of time and cost. The Project Manager is also responsible for the project producing a result capable of achieving the benefits defined in the Business Case.
	The Project Manager is responsible for defining, assessing, monitoring and realising the resultant benefits of the project by embedding that capability into business operations.
	This role is also responsible for delivering change to people, processes, communications, stakeholder management, business process improvement, and liaising and ensuring all legal, OH & S and business specific process improvement requirements are met by the project.
Technical Project Team	The Project Team consist of both the Technical Officer and successful tender. The Technical Officer is responsible for ensuring production of those products defined by the Project Manager to an appropriate quality, in a set timescale and at a cost acceptable to the project board and is accountable for the delivery of all assigned project tasks.

	The team members are responsible for delivering their assigned project tasks related to their products.
Administrative Support Officer Grade 1/2	The Project Team consists of Project Manager, Technical Officer and Administrative Support Officer Grade 1/2. The Administrative Support Officer Grade 1/2 is responsible for ensuring on-going manual data entry and auditing processes (TRIM) are maintained whilst the automated final solution is developed. They will execute the test cases, perform validation of parallel systems and any other duties required of the project.
Subject Matter Experts (SME) – Business	The SME-Bus is responsible for specifying the needs of those who will use the final product(s), for user liaison with the project team and for monitoring that the solution will meet those needs within the constraints of the Business Case in terms of quality, functionality and ease of use for their respective area. The role represents the specific skill set regarding the functionality of the final product(s) of the project. This role may require more than one person or the establishment of a user group to cover all the user interests.

Table 19: Project Team Roles and Responsibilities

5.2 Project Planning – Procurement

The drug equipment and consumables are currently under NSW Government contract.

The Software development will be sent out as a Request for Quote under NSWPF Procurement guidelines and guidance.

5.2.1 Change Management Methodology

The Project team will utilise current methodology used within Project Management.

5.2.2 Change Management Strategy

Training Required For?	Face to Face training Offsite (Travel Required)	Face to Face training on-site (no Travel)	On-line Training	Training Manuals	Quick Guides	UAT & Auditing	
End Users	X			X	X		
Trainers	X						
BAU Support Staff		X		X		X	

Service Desk			X			

Table 20: Change Management Delivery Methods

5.3 Project Planning – Risk Management

5.3.1 Detailed Risk Assessment – Preferred Option

A risk assessment for the preferred option including mitigation strategies has been completed

Risk ID	Risk Description	Likelihood	Impact	Severity	Mitigation Strategy	Likelihood Post Migration	Impact Post Migration	Severity Post Migration	Estimated Cost
01	**Current Drug Kits may not be available from Supplier**	L	H	M	Monitor current supply and regularly communicate stock requirements to supplier to ensure minimal impact	L	L	M	L
02	**NSW Police Force network does not have capability of transferring required data in a timely manner to the new platform**	M	M	M	Discuss requirements as soon as possible with Stakeholder	L	L	L	L
03	**NSW Health do not engage with Project**	M	M	M	Engage NSW Health in the initial phase	L	L	L	L
04	**NSW FASS do not engage with Project**	M	M	M	Engage NSW FASS in the initial phase	L	L	L	L
05	**Statute of Limitations (6 months)** Increase in the number of samples may cause matters which are unable to be processed in sufficient time prior to statute of limitations i.e. drug samples processed in a timely manner.	H	H	M	Employ more staff in Blood Sampling Unit to handle the increased workload ensuring continuity of sample processing.	L	L	L	L

Risk ID	Risk Description	Likelihood	Impact	Severity	Mitigation Strategy	Likelihood Post Migration	Impact Post Migration	Severity Post Migration	Estimated Cost
06	Ambiguous data entered into COPS.	H	H	M	Interface automated data processing of samples ensuring less errors and consistency of data.	L	L	L	L
07	No reporting method to retrieve and analyse data from the system.	H	H	M	Reporting tool to be implemented as part of solution	L	L	L	L
08	Loss of paperwork due to the manual processing from the beginning (hospital) through to end (OIC receiving final report) for action may result in loss of this paperwork or delay.	H	H	H	Currently Blood Sampling Unit scan all documentation to retain an electronic copy however original documents are required for meet prima facia evidence. Seek legal advise on approving electronic documents (including signatures) is acceptable method for presentation in court.	L	L	L	L

Table 21: Preferred Option Detailed Risk Assessment

5.4 Stakeholder Consultation Strategy

5.4.1 Methods for Communicating with Stakeholder

The program / project will regularly communicate with stakeholder groups through a variety of methods and tools. The following table outlines the key methods that will be used to communicate with the different program / project stakeholders.

Stakeholder	Board Meetings	Project Team Meetings	Status Report	Workshops / Seminars	Intranet Updates / Nemesis Messages			
Project Board	X		X					
Project Executive			X					
Senior Supplier		X	X					
Senior User		X	X					
NSW Health				X				
NSW FASS				X				
NSW Police Force Officers					X			

Table 22: Communication Methods

5.5 Resourcing

The project will utilise a combination of internal and external resources to deliver the project. A summary of the resource requirements is included below.

Project Manager

Technical Officer

Administrative Support Officer Grade 1/2

The required external resources will source from two sources:

- C100 Contingent Workforce
- NSW Government Panel contracts namely Panel Contract 2020

LAC #	Sites		Location	Comments
	Phase 1	**July to September 16**		
1	Southern	Lake Illawarra		
2	Southern	Wollongong		
3	Southern	Shoalhaven	Nowra	Drager 5000 already
4	Southern	Far South Coast	Bega	
5	Southern	Far South Coast	Batemans Bay	Request additional site
6	Northern	Tuggerah Lakes		
7	Northern	Brisbane Water		
8	Northern	Lake Macquarie		
9	Northern	Newcastle City	Newcastle	Drager 5000 already
15	Southern	Albury	Albury	
16	Southern	Albury	Holbrook	Request additional site
17	Southern	Wagga Wagga	Wagga Wagga	Drager 5000 already
18	Southern	Wagga Wagga	Temora	Request additional site
19	Southern	Griffith	Griffith	
20	Southern	Griffith	Narrandera	Request additional site
10	Northern	Manning/Great Lakes		
11	Northern	Coffs/Clarence		
12	Northern	Mid North Coast	Kempsey	Drager 5000 already
13	Northern	Tweed/Byron	Tweed	Drager 5000 already
14	Northern	Richmond	Lismore	Drager 5000 already
21	Southern	Monaro	Queanbeyan	Drager 5000 already
22	Southern	Monaro	Cooma	Request additional site
23	Southern	Cootamundra	Cootamundra	
24	Southern	Cootamundra	Young	Request additional site
25	Southern	The Hume	Goulburn	Drager 5000 already
26	Southern	The Hume	Yass	Request additional site
27	South West Metro	Bankstown		
28	Central Metro	St George		
29	Central Metro	Kings Cross		
30	South West Metro	Liverpool		
31	North West Metro	Penrith		
32	North West Metro	St Marys		
	Phase 2	**October to December 16**		
33	Western	Chifley	Bathurst	
34	Western	Chifley	Lithgow	Request additional site
35	Western	Canobolas	Orange	Drager 5000 already
36	Western	Canobolas	Cowra	Request additional site
37	Western	Lachlan	Parkes	
38	Western	Lachlan	Forbes	Request additional site
39	Western	Mudgee	Mudgee	
40	Western	Mudgee	Coonabarabran	Request additional site
41	Western	New England	Armidale	
42	Western	New England	Glen Innes	Request additional site
43	Central Metro	Eastern Beaches		
44	Central Metro	Sutherland		
45	South West Metro	Flemington		

46	South West Metro	Rosehill		
47	South West Metro	Campbelltown		
48	South West Metro	Macquarie Fields		Drager 5000 already
49	North West Metro	Northern Beaches Lac		
50	North West Metro	Holroyd		
51	North West Metro	Hawkesbury		
52	North West Metro	Mt Druitt		
53	North West Metro	Kuring Gai		
	Phase 3	January to March 17		
54	Northern	Hunter Valley		
55	Northern	Port Stephens		
56	Northern	Central Hunter	Maitland	Drager 5000 already
57	Central Metro	Leichhardt		
58	Central Metro	Redfern		
59	Central Metro	Surry Hills		
60	Central Metro	Newtown		
61	Central Metro	Miranda		
62	South West Metro	Fairfield		
63	South West Metro	Green Valley		
64	South West Metro	Campsie		
65	South West Metro	Marrickville		
66	South West Metro	Ashfield		
67	South West Metro	Burwood		
68	South West Metro	Camden		
69	North West Metro	North Shore		
70	North West Metro	Ryde		
71	North West Metro	Blue Mountains		
72	North West Metro	Blacktown		
73	North West Metro	Parramatta		
74	North West Metro	The Hills		
	Phase 4	April to June 2017		
75	Western	Barrier	Broken Hill	
76	Western	Barrier	Dareton	Request additional site
77	Western	Orana	Dubbo	
78	Western	Orana	Wellington	Request additional site
79	Western	Orana	Gilgandra	Request additional site
80	Western	Orana	Narromine	Request additional site
81	Western	Barwon	Moree	
82	Western	Barwon	Narrabri	Request additional site
93	Western	Oxley	Tamworth	Drager 5000 already
84	Western	Oxley	Gunnedah	Request additional site
85	Southern	Deniliquin	Moama	
86	Southern	Deniliquin	Hay	Request additional site
87	Western	Darling River	Bourke	
88	Western	Darling River	Nyngan	Request additional site
89	Western	Castlereagh	Walgett	
90	Western	Castlereagh	Coonamble	Request additional site
91	Central Metro	Botany Bay		
92	Central Metro	Sydney City		
93	Central Metro	Rose Bay		

94	Central Metro	Eastern Suburbs		
95	Central Metro	Harbourside		
96	South West Metro	Cabramatta		
97	North West Metro	Quakers Hill		
	Phase 5	**TBA**		
98	Southern	Wagga Wagga	Junee	Request additional site
99	Western	Oxley	Quirindi	Request additional site
100	Western	Oxley	Manilla	Request additional site
101	Southern	The Hume	Bowral	Request additional site
102	Southern	Monaro	Jindabyne	Request additional site
103	Western	New England	Inverell	Request additional site
104	Western	New England	Tenterfield	Request additional site
105	Southern	The Hume	Crookwell	Request additional site
106	Southern	Monaro	Bombala	Request additional site
107	Southern	Cootamundra	Tumut	Request additional site
108	Western	Chifley	Oberon	Request additional site
109	Western	Chifley	Blayney	Request additional site
110	Western	Chifley	Portland	No BAS
111	Western	Mudgee	Dunedoo	Request additional site
112	Western	Mudgee	Kandos	Request additional site
113	Western	Mudgee	Gulgong	Request additional site
114	Western	Mudgee	Coolah	Request additional site
115	Western	Mudgee	Baradine	Request additional site