



Meeting	SPA Resource Committee
Date	19 November 2024
Location	Video Conference
Title of Paper	Change Portfolio Progress Update
Presented By	Andrew Hendry, Chief Digital Information Officer (CDIO)
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix 1- Change Portfolio Progress Update

PURPOSE

The purpose of this report is to provide the Resources Committee with an update in relation to the ongoing Police Scotland Change Programme.

Members are invited to discuss the contents of the report and appendix.

1. BACKGROUND

- 1.1 The Police Scotland Change Portfolio reports regularly to the SPA Resource Committee for governance purposes.
- 1.2 Detail is contained within the appendix 'Change Portfolio – Progress Update'.
- 1.3 The update covers:
 - The overall Portfolio Summary
 - Key delivery activity
 - Overall reporting status across each Programme.
 - A programme breakdown of status across Schedule, Risk, Benefit, Resource and Finance aspects
 - Portfolio Roadmap
 - Year Strategic View
 - Programme Delivery Analysis
 - Programme Exception Reporting
 - Annexes: Definitions, Programme Delivery data/timescales/Portfolio risk update and Finance overview

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Further detail is contained within the attached appendix.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report. Any impacts are captured in individual business cases.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications in this report. Any impacts are captured in individual business cases.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this report. Any impacts are captured in individual business cases.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no reputational implications in this report. Any impacts are captured in individual business cases.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications in this report. Any impacts are captured in individual business cases.

8. COMMUNITY IMPACT

- 8.1 There are no community implications in this report. Any impacts are captured in individual business cases.

9. EQUALITIES IMPLICATIONS

- 9.1 There are no equality implications in this report. Any impacts are captured in individual business cases.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications in this report. Any impacts are captured in individual business cases.

RECOMMENDATIONS

Members are invited to discuss the contents of the report and appendix.



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Change Portfolio - Progress Update

October 2024

Change Portfolio Executive Summary



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Portfolio Summary:

The overall Portfolio status remains Amber:

Resourcing: 19 vacant roles across the Change team.

Programmes/Projects continue to progress activity in line with agreed priorities and budgets for 2024/25 Financial Year.

Summary of Key Activity:

Data Drives Digital Programme:

Master Data Management in implementation before moving into closure from 12/24

Digitally Enabled Policing Programme:

BWV - High Level Core Design has been progressed and will be presented to DDDA board (10/24) for final approval. Test environments have been built and testing is underway. Network infrastructure tender has been approved at CFB just waiting on SPA RC approval.

Modernised Contact & Engagement Programme:

Contract, Engagement & Reduction Project - Change Request has been approved and EPR to be presented to Change Board 10/24

National Integrated Communication Control System - The Go-Live of Motherwell ACR was rolled back and the operational staff have been recanted. A 2 week review of performance issues has been agreed with supplier. A new issue report is being created to examine these delays and progress in resolution. Change Request has been placed on hold due to new performance issues being identified.

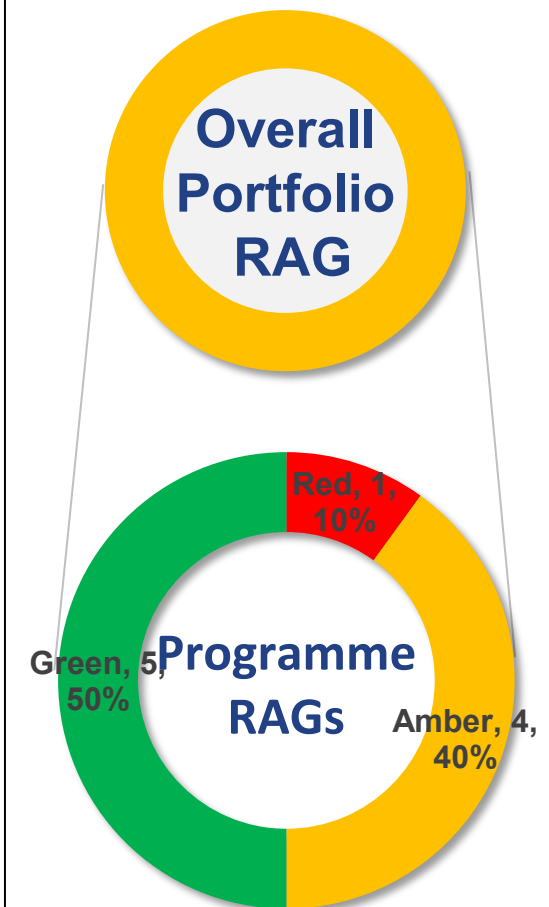
Policing in a Digital World Programme:

Fraud Strategy & Operating Model has submitted their IBC for approval 10/24, work towards the BJC is now underway. Digital Forensic Triage Vans & Digital Evidence Detection Dogs to now submit EPRs for approval in December.

Stand Alone Projects:

Digital Evidence Sharing Capability - N Division now live, prepping for A Division Go-Live live 26th of November.

National Law Enforcement Data Service - Property Update training rolled out across CJSD and C3 and Drivers and Vehicles continues to roll out within the organisation.



Summary by Programme



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Programme	Schedule (page 9)	Risk (page 10)	Benefit (page 11)	Resource (page 12)	Finance (page 13)	Overall
1 Enabling Policing for the Future Programme						
2 Local Policing – Service Delivery Review						
3 Forensic Services Change Programme						
4 Data Drives Digital Programme						
5 Digitally Enabled Policing Programme						
6 Digital Division Programme						
7 Modernising Contact and Engagement Programme						
8 Policing in a Digital World Programme						
9 Technical Surveillance Programme						
10 Cyber Security Strategy Programme						

There are 11 programmes which are comprised of a number of supporting projects, the detail of which can be seen in annex two.

The overall RAG status at this programme level is shown in this table.

Further detail on the five aspects of programme performance (*schedule, risk, benefit, resources and cost*) is shown on the following pages.

In addition, this report provides further detail of programmes that currently have an overall red RAG status. Further detail is provided from page 4 onwards in this respect for:

- Data Drives Digital Programme;
- Modernising Contact and Engagement Programme



Portfolio Roadmap

This provides a strategic overview of the portfolio's delivery plan.

It shows more detail of the governance and delivery plans with a higher-level roadmap for the next five years.

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Portfolio Roadmap



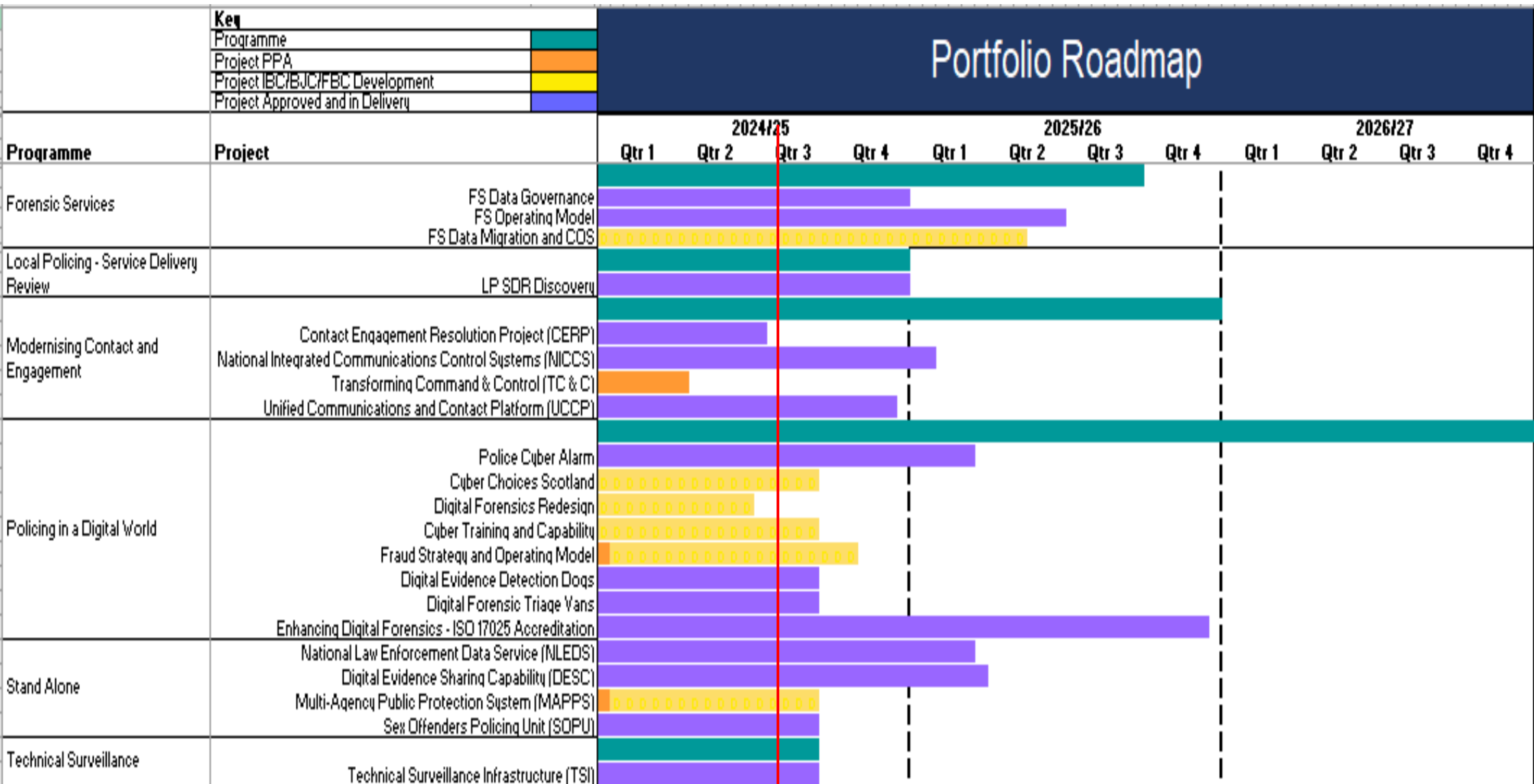
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		Portfolio Roadmap											
Key													
Programme													
Project PPA													
Project IBC/BJC/FBC Development													
Project Approved and in Delivery													
		2024/25				2025/26				2026/27			
Programme	Project	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4	Qtr 1	Qtr 2	Qtr 3	Qtr 4
Cyber Security Strategy													
	Cyber Threat Reduction												
	Cyber Identity & Access Management												
	Cyber Security Service												
Data Drives Digital													
	Master Data Management (MDM)												
	Data - Force Wide Analytics												
	Data - GDPR Structured and Un-Structured Data												
Digital Division													
	Office 365												
	Criminal History Scotland (CHS) Refresh												
	Mobile Negotiator Application												
Digitally Enabled Policing													
	Body-Worn Video (BWV) National Solution												
	COS Phase 1: Insight												
	COS Phase 2: Productions												
	COS Phase 2: Crime												
	COS Phase 2: Direct Measures												
	COS Phase 2: Warrants												
	COS: Phase 3 - National Lost Found Property Module												
	COS: Phase 3 - National Enquiry Module												
	COS Data Migration												
Enabling Policing For the Future													
	Estates Asset Management Solution												
	Lease Accounting Software (LAS)												
	eFinancials Upgrade and Cloud Migration												

Portfolio Roadmap



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Portfolio Roadmap

3 Year Strategic View



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1 2024/25

Business Case Development

- Police Ethic, Conduct & Scrutiny Scotland
- Estates Asset Management
- Cyber Security Service
- Cyber Identity & Access Management
- Cyber Threat Reduction
- Cyber Training and Capability
- Cyber Choices Scotland
- Multi Agency Public Protection System
- Mobile Negotiator Application
- COS Phase 3 (Natl. Enquiry / Natl. Lost & Found)
- Vulnerable Witness (Criminal Evidence) (Scotland) Act 2019
- FS Data Migration and COS

Go Live

- Data - Force Wide Analytics
- Master Data Management
- Digital Evidence Detection Dogs
- Digital Forensic Triage Vans
- Unified Communications and Contact Platform
- Technical Surveillance Infrastructure
- National Integrated Communications Control Systems
- Body-Worn Video National Solution (**Target of Spring 2025)

Closure

- Master Data Management
- Force Wide Analytics
- Data – GDPR Structured and Un-Structured
- COS Phase 2
- Lease Accounting Software
- FS Data Governance
- Age of Criminal Responsibility (Scotland) Act 2019
- Sex Offender Policing Unit
- Contact Engagement Resolution Project
- Digital Evidence Detection Dogs
- Digital Forensic Triage Vans
- Technical Surveillance Infrastructure
- Case Management System
- Hate Crime and Public Order (Scotland) Act 2021

2 2025/26

Business Case Development

- Domestic Abuse (Protection) (Scotland) Act 2021

Go Live

- Criminal History Scotland Refresh
- Domestic Abuse (Protection) (Scotland) Act 2021
- National Law Enforcement Data Service
- FS Data Migration and COS

Closure

- Cyber Threat Reduction
- Cyber Security Service
- Office 365
- Criminal History Refresh
- Police Cyber Alarm
- Enhancing Digital Forensics – ISO 17025 Accreditation
- National Law Enforcement Data Service
- Digital Evidence Sharing Capability
- Multi Agency Public Protection System
- FS Operating Model
- National Integrated Communications Control Systems
- Estates Asset Management Solution
- eFinancials Upgrade and Cloud Migration

3 2026/27

Business Case Development

- N/A

Go Live

- N/A

Closure

- Domestic Abuse (Protection) (Scotland) Act 2021
- Police Ethic, Conduct & Scrutiny Scotland
- Body-Worn Video National Solution



Programme Delivery Analysis

This section provides performance analysis of the programmes by individual aspect of programme performance:

- schedule,
- risk,
- benefit,
- resources and
- cost.

Schedule RAG highlights differences from the approved business case or planned (as dictated by change request) baseline date and the next schedule/actual Gate Milestone (Level 0) or next Major Milestone (Level 1). This page provides narrative detail for the reasons for key variances from planned or actual timescales. Full detail on each project is included in annex two.

Programme	Schedule
1 Enabling Policing for the Future Programme	●
2 Local Policing – Service Delivery Review	●
3 Forensic Services Change Programme	●
4 Data Drives Digital Programme	●
5 Digitally Enabled Policing Programme	●
6 Digital Division Programme	●
7 Modernising Contact and Engagement Programme	●
8 Policing in a Digital World Programme	●
9 Technical Surveillance Programme	●
10 Cyber Security Strategy Programme	●

RED

Modernising Contact and Engagement Programme

Programme Schedule RAG is reflective of delay in NICCS project having an outstanding issue which is being investigated with the supplier. Once this is resolved a Change Request will be required to extend the project to allow for delivery of the NICCS product nationwide.

Risk RAG highlights programmes / projects where there are risks outwith tolerance threshold. For these risks there requires to be mitigating actions to bring the risk back to an acceptable level.

Programme	Risk
1 Enabling Policing for the Future Programme	●
2 Local Policing – Service Delivery Review	●
3 Forensic Services Change Programme	●
4 Data Drives Digital Programme	●
5 Digitally Enabled Policing Programme	●
6 Digital Division Programme	●
7 Modernising Contact and Engagement Programme	●
8 Policing in a Digital World Programme	●
9 Technical Surveillance Programme	●
10 Cyber Security Strategy Programme	●

AMBER

Data Drives Digital Programme

Risk	Current RAG	Current...	Current Impact
Resource Constraints	Amber	4	4
Lack of Business Resources	Yellow	3	3
Volume of boards for governance approvals	Yellow	2	4

Modernising Contact and Engagement Programme

Risk	Current RAG	Current...	Current Impact
MCE001: Programme Resources	Amber	4	3
MCE025: Programme Delivery of Contract and Engagement Strategy.	Amber	4	3
MCE007: Enabling Projects - Deliverables	Yellow	3	3

Cyber Security Strategy Programme

Risk	Current RAG	Current...	Current Impact
Programme Resourcing	Yellow	3	3
Pace of Delivery	Yellow	3	3
Procurement Resources	Green	3	2



Benefits RAG highlights programmes / projects where there is a possibility that the expected benefits approved in the business case either cashable or non-cashable efficiency benefits may not be realised to the level expected in the business case. Further detail is also included in annex two.

Programme	Benefits
1 Enabling Policing for the Future Programme	●
2 Local Policing – Service Delivery Review	●
3 Forensic Services Change Programme	●
4 Data Drives Digital Programme	●
5 Digitally Enabled Policing Programme	●
6 Digital Division Programme	●
7 Modernising Contact and Engagement Programme	●
8 Policing in a Digital World Programme	●
9 Technical Surveillance Programme	●
10 Cyber Security Strategy Programme	●

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Digitally Enabled Policing Programme

COS benefits will be subject to a Change Request to rebaseline, on completion of current benefits review following rollout of Phase 2 – National Crime/Case/Warrants (North benefits review complete, East and West near completion)

Resources RAG highlights programmes / projects where there is a risk associated with the staffing resources required to manage and implement the change project.

Programme	Resource
1 Enabling Policing for the Future Programme	●
2 Local Policing – Service Delivery Review	●
3 Forensic Services Change Programme	●
4 Data Drives Digital Programme	●
5 Digitally Enabled Policing Programme	●
6 Digital Division Programme	●
7 Modernising Contact and Engagement Programme	●
8 Policing in a Digital World Programme	●
9 Technical Surveillance Programme	●
10 Cyber Security Strategy Programme	●

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Data Drives Digital Programme

Programme has a heavy reliance on Daily Rate Contractors and is vulnerable to specialist skills leaving at short-notice which will impact schedule.

Policing in a Digital World Programme

Resource gaps within Labs for ISO project, further delays within vetting.

Cyber Security Strategy Programme

Vacancies still to be filled for Architect and Analyst posts.

Finance RAG highlights programmes / projects where there is a likelihood that the cost to implement and complete the project may be materially higher or lower than the approved budget for that reporting year. Further detail is also included in annex two.

Programme		Costs
1	Enabling Policing for the Future Programme	●
2	Local Policing – Service Delivery Review	●
3	Forensic Services Change Programme	●
4	Data Drives Digital Programme	●
5	Digitally Enabled Policing Programme	●
6	Digital Division Programme	●
7	Modernising Contact and Engagement Programme	●
8	Policing in a Digital World Programme	●
9	Technical Surveillance Programme	●
10	Cyber Security Strategy Programme	●

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Modernising Contact and Engagement Programme

Additional funding required to support NICCS and UCCP due to delays occurred.

Cyber Security Strategy Programme

Delays have impacted planned financial spend for FY24/25, This will be returned at next Forecast Review and a return to green in the next financial quarter.



Programme Exception Reporting

This section provides specific detail of programmes or projects not aligned to programmes with an overall red RAG status.

It provides details of the reasons for the red RAG rating as well as plans to mitigate the issues.

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Executive Summary

CERP: Change Request was approved, EPR now being presented to Change Board 29th October 2024.

NICCS: Change Request has been placed on hold due to new performance issues being identified. The Go-Live of Motherwell ACR was rolled back and the operational staff have been recanted. A 2 week review of performance issues has been agreed with supplier. A new issue report is being created to examine these delays and progress in resolution.

UCCP: Change Request required for the delivery of the CKS solution, this is due to the refinement of the planning assumptions will be submitted in 11/24.

TCC: Sopra upgrade discussions continue, resources are being reviewed.

Public Digital Contact (PDC): Work on the pilot Events form continues, due to deliver in 11/24, all other work on hold due to resourcing. A deep dive was held alongside reviewing TCC.

Return to Green Actions

NICCS:
Schedule / Risk / Financials: New performance issues need to be resolved by supplier, prior to a revised Change Request being submitted, timeline for this is unknown, and a new issue report is being created. – (11/24)

UCCP:
1) Schedule: Change Request required for Customer Knowledge Solution is required – (11/24)

Project	Milestone	Baseline	Status
National Integrated Communications Control Systems (NICCS)	Govan Go Live	27-Nov-2024	Not Complete
Gate 6 – Close (CERP)	-	18-Dec-2024	Not Complete

Risk	Current RAG	Current...	Current Impact
MCE001: Programme Resources	Amber	4	3
MCE025: Programme Delivery of Contract and Engagement Strategy.	Amber	4	3
MCE007: Enabling Projects - Deliverables	Yellow	3	3

Name	Previous	Current	Forecast
Contact Engagement Resolution Proj...	●	●	●
National Integrated Communications ...	●	●	●
Transforming Command & Control	●	●	●
Unified Communications and Contac...	●	●	●



Annexes

1. Definitions

2. Programme delivery data

2.1 Timescales

2.2 Portfolio Risk Update

2.3 Finance Overview

(note benefits information has been provided in a separate paper and therefore not duplicated in this update)

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RAG Definitions

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RAG Definitions



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	RAG Calculation			
		Green	Amber	Red
Schedule	Variance between Baseline and next Gate Milestone (Level 0) or next Major Milestone (Level 1)	0 days	>=14 days	>=28 days
Financial	Variance between EAC and Annual Budget of the reporting year	Always green unless	An over or underspend of less than £250k or 0-10% difference (whichever is the lower amount)	An over or underspend of more than £250k or >10% difference (whichever is the lower amount)
Resource	RAG is manually selected, as key roles and staffing levels are not data driven	Any vacancies do not affect the ability to deliver in line with the Level 1 Milestones.	Vacancies are for a short period only and current staffing will be able to meet delivery, with no recruitment needs or recruitment currently progressing.	Significant key roles are vacant and current staffing levels are unable to meet delivery timescales, with no recruitment underway or confirmed start date.
Risk	Number of risk with Outwith Tolerance field = Yes When a risk has Outwith Tolerance = Yes, it has a score of one The scores of all risks will be added up to determine the RAG	Total score = 0	Total score = 1	Total score >= 2
Benefits	Financial benefits: Variance between total plan and total actuals Non-financial benefits: Variance between total plan and total actuals of all Key Measures	Both >= 95%	Any one of them <95% and >=75%	Any one of them <74%



2.1 Timescales

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Project Management System, Gate 5 Go/No Go Timescale Data - variance from last approved governance point (baseline) - initial review

		PPMA - Gate 5 Go/No Go				RAG
Programme	Project	Baseline Date (last approved date)	Scheduled Date	Actual Date	SLIPPAGE (in months)	
Cyber Security Strategy	Cyber Identity & Access Management (CIAM)		04-Feb-2025		N/A	N/A
	Cyber Security Service		15-Oct-2024		N/A	N/A
	Cyber Threat Reduction		30-Mar-2029		N/A	N/A
Data Drives Digital	Data - Force Wide Analytics	15-Feb-2025	15-Feb-2025		0.0	
	Master Data Management (MDM)	30-Sep-2024	06-Nov-2024		1.2	
	Data - GDPR Structured & Unstructured Data	15-Jun-2024	15-Jun-2024	15-Jun-2024	0.0	
Digital Division	Criminal History Scotland (CHS) Refresh	13-May-2025	13-May-2025		0.0	
	Microsoft Office 365	03-Mar-2025	03-Mar-2025	03-Jan-2024	-13.7	
Digitally Enabled Policing	Body-Worn Video (BWV) National Solution	31-Aug-2024	31-Mar-2025		6.8	
	COS Data Migration	22-Sep-2021	22-Sep-2021	22-Sep-2021	0.0	
	COS Phase 1: Insight	24-Sep-2021	24-Sep-2021	24-Sep-2021	0.0	
	COS Phase 2: Crime	28-Sep-2021	28-Sep-2021	28-Sep-2021	0.0	
	COS Phase 2: Warrants	25-Mar-2021	25-Mar-2021	25-Mar-2021	0.0	
	COS Phase 3: National Enquiry Module	29-Aug-2025	29-Aug-2025		0.0	
	COS Phase 3: National Lost & Found Property Module	29-Aug-2025	29-Aug-2025		0.0	
	COS Phase 2: Direct Measures	22-Jun-2021	22-Jun-2021	16-Jun-2021	-0.2	
	COS Phase 2: Case Management, E-Citations	28-Sep-2021	28-Sep-2021	28-Sep-2021	0.0	
	COS Phase 2: Productions	12-Aug-2020	12-Aug-2020	12-Aug-2020	0.0	
Enabling Policing for the Future	eFinancials Upgrade and Cloud Migration	29-Sep-2023	02-Dec-24		13.9	
	Estates Asset Management System	17-Jan-2025	01-Aug-2025		6.3	
	Lease Accounting Software (LAS)	29-Nov-2024	20-Dec-2024		0.7	
Estates Transformation	Kirkcaldy		01-Apr-2027		N/A	N/A
	Oban - Long Term Estate Solution	31-Oct-2025	17-Mar-2027		16.2	
	Project Alpha	05-Jan-2026	05-Jan-2026		0.0	
	Project Quest	31-Jul-2025	31-Jul-2025		0.0	
Forensic Services	FS Data Governance	12-Jul-2024	03-Feb-2025		6.6	
	FS Data Migration and COS	28-May-2027	31-Aug-2027		3.1	
	FS Operating Model		31-Mar-2025		N/A	N/A

RAG	
Red	Scheduled/Actual with over 1 month slippage from baseline
Amber	Scheduled/Actual within 1 month slippage from baseline
Green	Scheduled/Actual with no slippage from baseline
N/A	No baseline

Project Management System, Gate 5 Go/No Go Timescale Data - variance from last approved governance point (baseline) - initial review

		PPMA - Gate 5 Go/No Go				
Programme	Project	Baseline Date (last approved date)	Scheduled Date	Actual Date	SLIPPAGE (in months)	RAG
Legislation	Domestic Abuse (Protection) (Scotland) Act 2021 (DAPS)	31-Mar-2026	31-Mar-2026		0.0	
	Police (Ethics, Conduct and Scrutiny) (Scotland) Bill (PECSS)		23-Jun-2025		N/A	N/A
	Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW)	28-Feb-2025	28-Feb-2025		0.0	
	Age of Criminal Responsibility (ACRA)	13-Dec-2021	13-Dec-2021	13-Dec-2021	0.0	
	Hate Crime and Public Order (Scotland)	12-Mar-2024	12-Mar-2024	12-Mar-2024	0.0	
Local Policing - Service Delivery Review	LP Service Delivery Review Discovery (LP SDR)	-	-	-	N/A	N/A
Modernising Contact and Engagement	National Integrated Communications Control Systems (NICCS)	15-Jan-2024	28-Aug-2024		7.3	
	Transforming Command & Control (TC & C)	-	31-Dec-2027	-	N/A	N/A
	Unified Communications and Contact Platform (UCCP)	30-Sep-2024	04-Aug-2025		9.9	
	Contact, Engagement and Resolution (CERP)	-	31-Jan-2023	31-Jan-2023	N/A	N/A
Policing in a Digital World	Cyber Choices Scotland	31-Jul-2024	07-Apr-2025		8.1	
	Cyber Training and Capability	04-Nov-2024	04-Feb-2025		3.0	
	Digital Evidence Detection Dogs	06-May-2024	06-May-2024	06-May-2024	0.0	
	Digital Forensics Redesign		28-May-2027		N/A	N/A
	Fraud Strategy & Operating Model		28-Oct-2025		N/A	N/A
	Police Cyber Alarm	19-Aug-2024	19-Aug-2024	19-Aug-2024	0.0	
	Digital Forensics Triage Vans	03-May-2024	03-May-2024	03-May-2024	0.0	
Stand Alone	Mobile Negotiation Application	13-May-2026	30-Sep-2025		-7.3	
	Multi-Agency Public Protection System (MAPPS)	31-Oct-2025	29-May-2026		6.8	
	National Law Enforcement Data Service (NLEDS)	27-Dec-2024	27-Dec-2024		0.0	
	Sex Offenders Policing Unit (SOPU)	31-May-2022	31-May-2022	31-May-2022	0.0	
	Digital Evidence Sharing Capability (DESC)	21-Mar-2023	23-Apr-2024	23-Apr-2024	12.9	
Technical Surveillance	Technical Surveillance Infrastructure (TSI)	29-Nov-2024	29-Nov-2024		0.0	

RAG	
Red	Scheduled/Actual with over 1 month slippage from baseline
Amber	Scheduled/Actual within 1 month slippage from baseline
Green	Scheduled/Actual with no slippage from baseline
N/A	No baseline



2.2 Portfolio Risk Update

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Portfolio Risk Register

October Summary

Overview

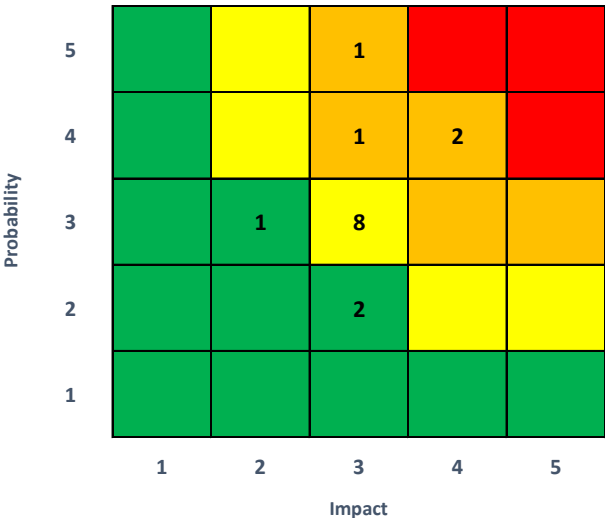
The Portfolio Risk Register Current Overall RAG for the reporting period (Oct-24) is **GREEN**.

The Portfolio Risk Register comprises **15 Open** risks, **none** of which **are outwith tolerance**.

Following Risk Lead reviews during the period, the Portfolio Risk Register remains Static (noting updates as appropriate for individual Risks).

Top 3 Portfolio Risks (based upon Current Scoring v Appetite & Tolerance, by Category) are summarised below.

Risks by Current Score



Top 3 Risks

R034 – Change Framework and Processes

If the Framework and processes for delivering change are not adhered to, there is a risk that standard practice will not be utilised, lessons will not be learned, benefits not realised or measured, and quality of delivery will be variable.

Risk remains **static at 4 x 4 (within Tolerance)**. Framework reviews are in progress with a few to complete by end of December. Next Review Jan-25.

R016 – Prioritisation

If there is a lack of an established and embedded Prioritisation process, there is a risk that the portfolio is not appropriately prioritised.

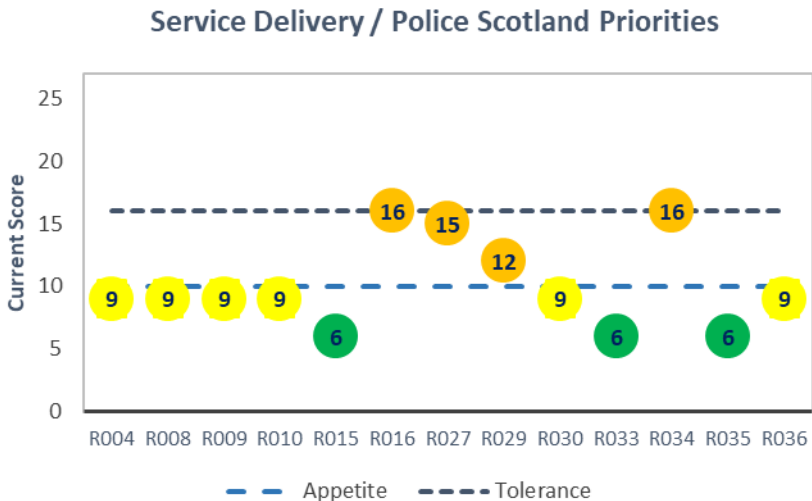
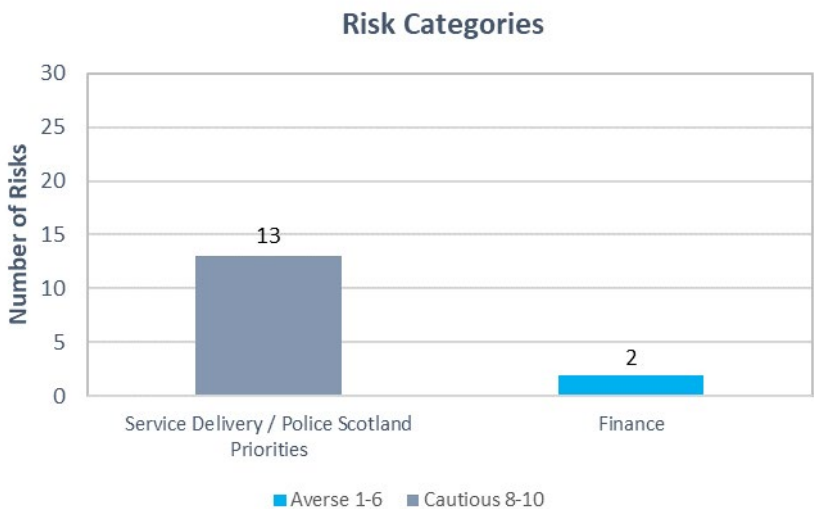
Risk remains **static at 4 x 4 (within Tolerance)**. Governance processes in place to manage demand but subject to ongoing review. Op Evolve continues to develop which may have implications for Portfolio content. Next Review Nov-24.

R027 – Enabling Functions Priorities and Capacity

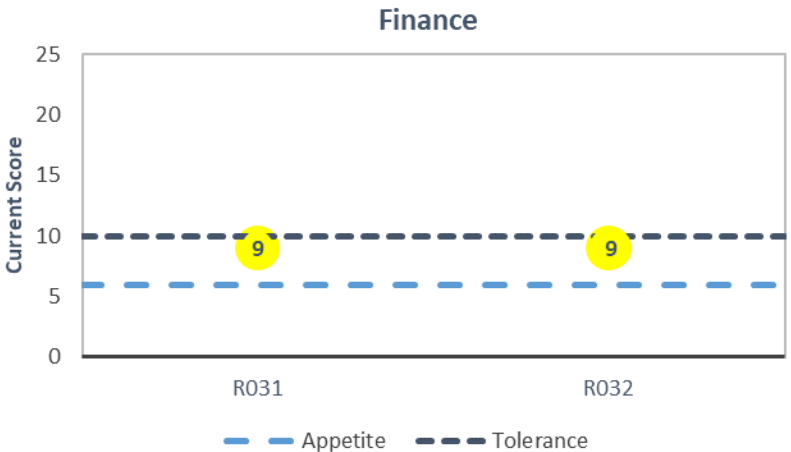
If there is a lack of enabling resources (ICT, Procurement, BAs, etc.), there is a risk that projects will experience demand issues and will be delayed in delivering and other delivery timelines and plans will not be adhered to with a knock-on effect to local divisions / departments.

Risk remains **static at 5 x 3 (within Tolerance)**. Deloitte report due at the end of October and will make comment of Enabling functions capacity. Risk will be further reviewed following report to ensure observations are included and mitigated if/where appropriate. Support requirements being managed at a Programme level. Next Review Nov-24.

Risks Scoring v Appetite & Tolerance, by Category



Risk Score Key





2.3 Finance Overview

CAPITAL AND REFORM
PORTFOLIO OVERVIEW
JUNE 2024 – PERIOD 3
FINANCIAL YEAR 2024/25

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Capital

Budget / Forecast deliverability changed to red due to significant slippage identified at the end of Q2

- YTD £15.6m under budget
- FY Q2 forecast £3.2m over budget (fully funded due to additional capital receipts and grants).
- All slippage identified by end of Q2

Year to date: £15.6m under budget

- Estates £8.3m under
 - BAU spend £6.1m under due to delays with OCS.
 - Transformation spend £2.2m under as only in-flight projects from last year have progressed along with housing projects.
- Digital Division £2.6m under due to various timelines extending including mobility, laptop refresh and storage.
- Fleet £2.3m under budget due to minor delays in the delivery of vehicles that are within the UK.
- DEPP £2.4m under due to budget being higher than needed for COS phase 3/DSEG and Body Worn Video.

Forecast: £3.2m over budget

- BAU increased by £2.4m mainly due to additional capital bids approved through CIG in July (fleet and airwave) offset partially by an underspend within Estates.
- DEPP programme £5.4m under:
 - £4.0m reduction in BWV due to a significant reduction in confirmed costs for Digital and Estates works along with a reduction in expected staff capitalisation and device purchases in year.
 - £1.4m reduction (COS phase 2 and 3, DSEG and Data Migration) due to confirmed project plans.
- Q2 forecast is £0.3m under allocated against total funding, therefore there all slippage has been achieved.
- Given that all slippage has been identified by the end of Q2, there is a significant risk of underspend if further slippage is identified.

Capital variance by programme (£m)

	Year to date			Full year		
	Budget £m	Actual £m	Var. £m	Budget £m	Q2 FC £m	Var. £m
Estates	11.8	3.5	8.3	22.3	17.5	4.8
Digital Div (rolling)	4.9	2.3	2.6	10.4	10.9	(0.5)
Digital Div (airwave)	0.0	0.0	0.0	5.5	7.7	(2.2)
Fleet	8.4	6.1	2.3	10.6	14.9	(4.3)
SPE	2.4	1.0	1.4	4.2	4.8	(0.6)
Weaponry	1.3	0.9	0.4	1.8	1.4	0.4
Forensic services	0.2	0.1	0.1	1.0	1.0	0.0
Total BAU	29.0	13.9	15.1	55.8	58.2	(2.4)
<i>Change:</i>						
DEPP ①	3.3	0.9	2.4	9.7	4.3	5.4
Other projects	2.9	1.6	1.3	5.7	5.1	0.6
Total change	6.2	2.5	3.7	15.4	9.4	6.0
IFRS ROU assets	0.0	0.0	0.0	1.4	1.4	0.0
Total before slippage	35.2	16.4	18.8	72.6	69.0	3.6
Slippage	(3.2)	(0.0)	(3.2)	(6.5)	0.3	(6.8)
Total	32.0	16.4	15.6	66.1	69.3	(3.2)
Funding						
GIA - core				63.2	63.2	0.0
Capital receipts				1.5	2.9	1.4
Other				1.4	3.2	1.8
Total				66.1	69.3	3.2

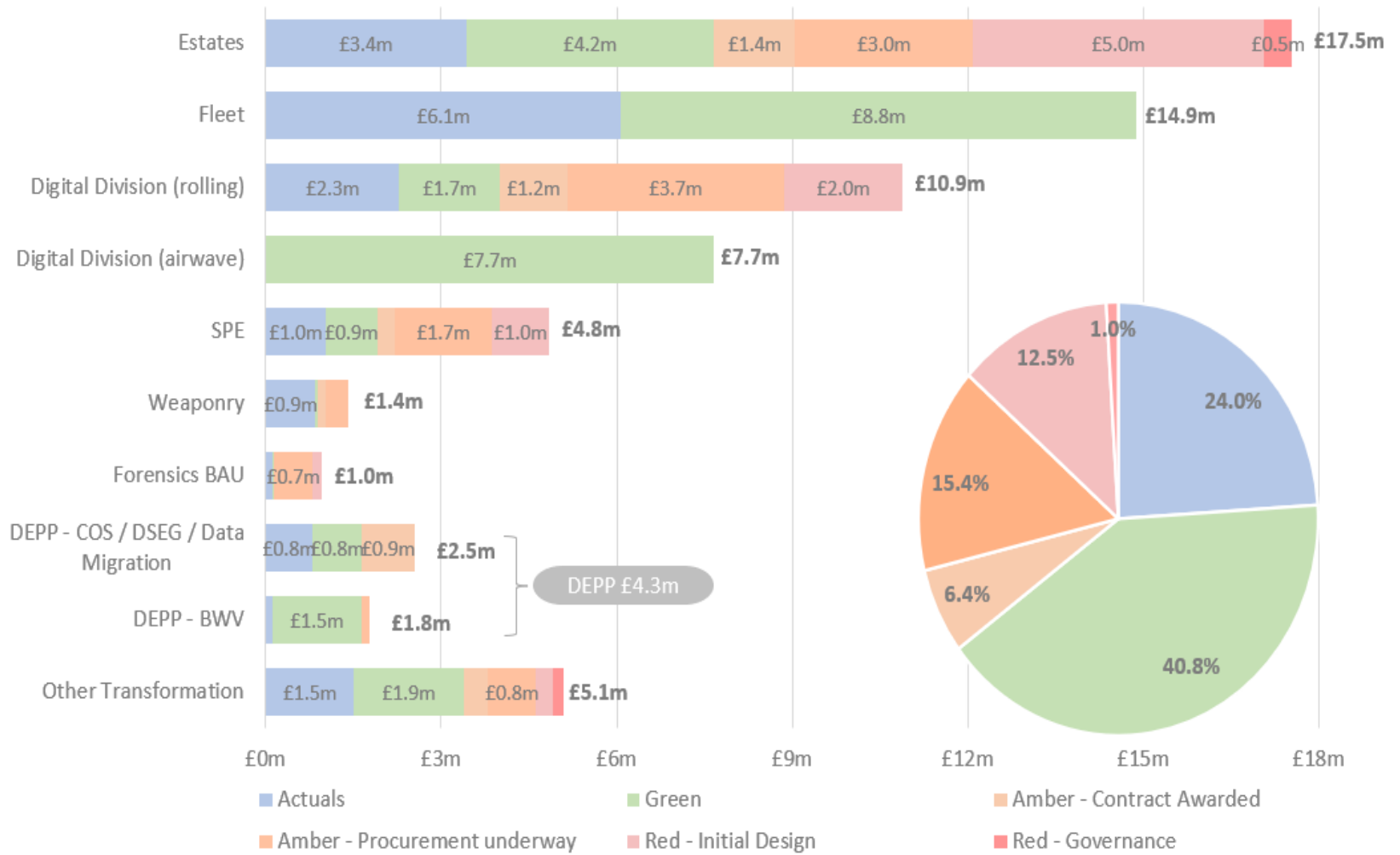
① DEPP = Digitally Enabled Policing Programme

Capital

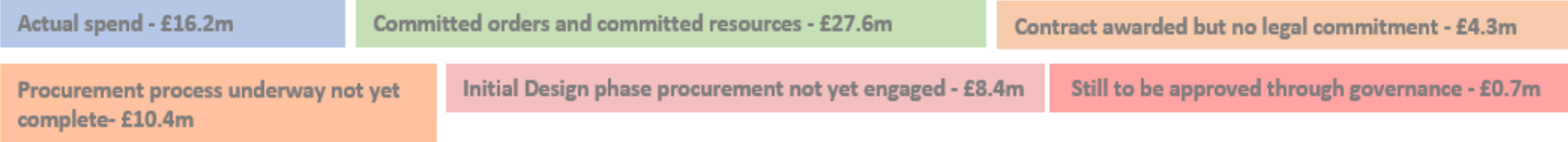
As at Period 6 £43.8m is spent or committed to date.

This leaves £24.1m still to be committed plus IFRS16 ROU assets £1.4m to meet the funded position of £69.3m.

Capital by categorisation of spend status (£m) – Total £67.6m (before slippage and IFRS ROU assets)



DEPP = Digitally Enabled Policing Programme
COS = Core Operating Solution
DSEG = Digital Support and Evolution Group
BWV = Body Worn Video



Reform

Budget / Forecast deliverability remains at green.

- YTD £0.5m over budget
- FY Q1 forecast £0.1m over budget (fully funded).
- Spend to date is £1.2m higher than at the same point last year.
- Phasing of forecast is similar to Q1 position, with 27.5% of the remaining forecast expected in Q3 and the remaining 31.9% expected within Q4.

① EPF = Enabling Policing for the Future
 ② DEPP = Digitally Enabled Policing Programme
 ③ MC&E = Modern Contact & Engagement
 ④ DDD = Data Drives Digital
 ⑤ LPP = Local Policing Programme

Year to date: £0.4m over budget

- EPF £0.6m, Digital Division projects £0.4m and other items £0.9m under mainly due to slippage / delays in programme spend.
- Offset by anticipated slippage of £2.3m.

Forecast: £0.1m over budget

- £0.1m funded overspend offset with additional grant funding.
- £5.4m slippage identified (see below).
- Q2 forecast variances:
 - Transformational resource £1.0m under due to slippage in recruitment timescales
 - DEPP £0.6m under due to delays in Body Worn Video
 - Policing in a digital world £1.9m under due to governance timelines for Action Fraud and Training
 - Estates Transformation £1.1m under due to focus on National Estates Project in year
 - EPF £0.5m under due to realignment of costs to transformation resource line.
 - Other projects £0.5m over due to various additional costs such as recruitment campaign and three-year business plan.

£0.1m of slippage to be delivered

- £5.1m of slippage identified to date, £0.1m to be managed down across the remainder of the year.

Reform variance by work stream (£m)

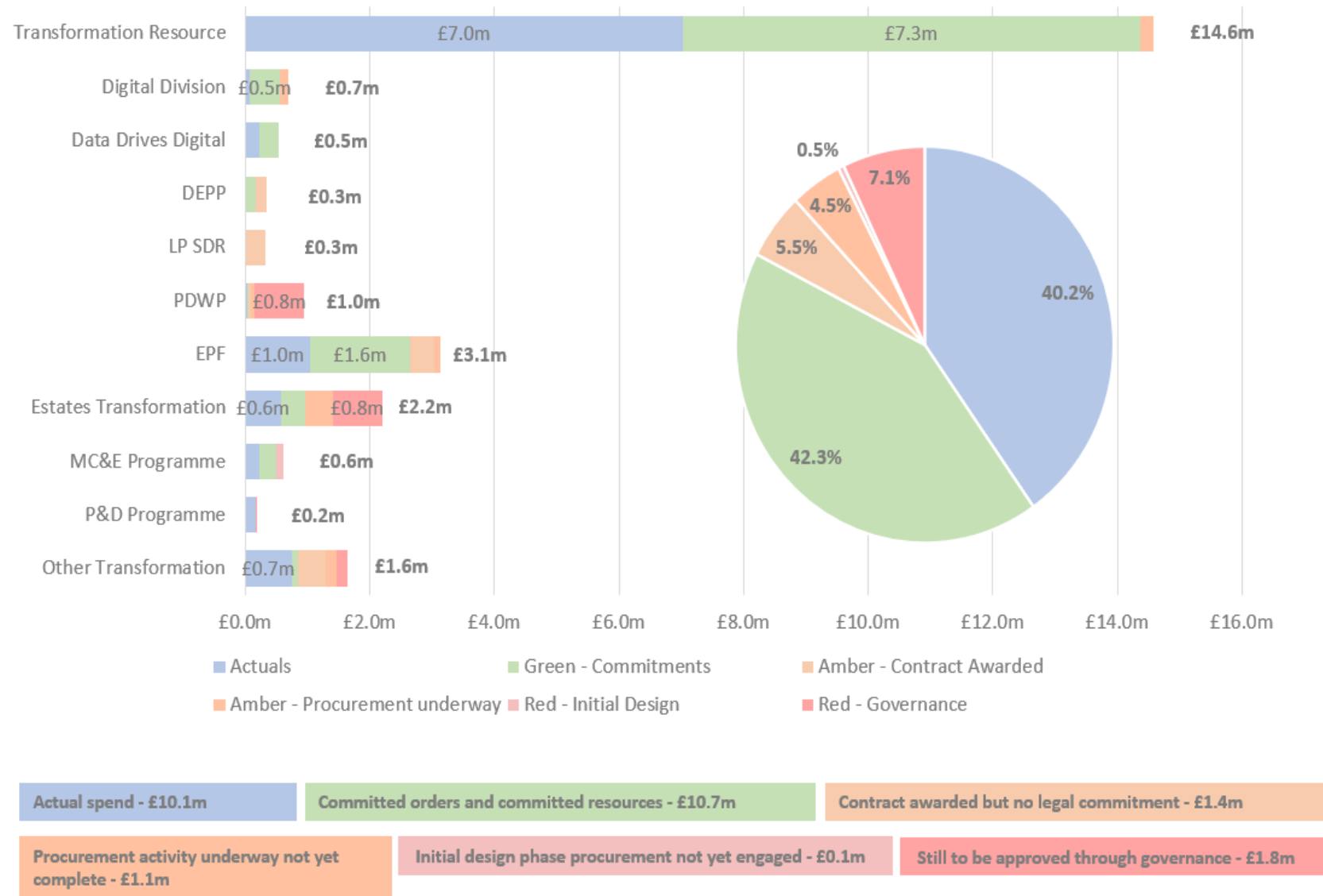
	Year to date			Full year		
	Budget £m	Actual £m	Var. £m	Budget £m	Q2 FC £m	Var. £m
Transformation resource	7.1	7.0	0.1	15.6	14.6	1.0
Estates transformation	0.9	0.6	0.3	3.3	2.2	1.1
Policing in a digital world	0.1	0.0	0.1	2.9	1.0	1.9
EPF ①	1.7	1.1	0.6	3.6	3.1	0.5
DEPP ②	0.1	0.0	0.1	0.9	0.3	0.6
MC&E ③	0.4	0.2	0.2	0.8	0.6	0.2
Digital Division	0.5	0.1	0.4	0.8	0.7	0.1
DDD ④	0.3	0.2	0.1	0.7	0.5	0.2
LPP ⑤	0.2	0.0	0.2	0.4	0.3	0.1
P&D Programme	0.2	0.2	0.0	0.3	0.2	0.1
Other projects	0.5	0.7	0.1	1.2	1.7	(0.5)
Total before slippage	12.0	10.1	1.9	30.5	25.2	5.3
Slippage	(2.3)	(0.0)	(2.3)	(5.5)	(0.1)	(5.4)
	9.7	10.1	(0.4)	25.0	25.1	(0.1)
Contribution from Revenue Budget				(5.0)	(5.0)	(0.0)
Total				20.0	20.1	(0.1)
Funding						
GIA - core				20.0	20.0	0.0
Other grant funding				0.0	0.1	0.1
	20.0			20.0	20.1	0.1

Reform

As at Period 6 £20.8m is spent or committed to date.

This leaves £4.3m still to be committed to meet the funded position of £25.1m.

Reform by categorisation of spend status (£m) – Total £25.2m (before slippage)



DEPP = Digitally Enabled Policing Programme
 LPP = Local Policing Programme
 PDWP = Policing in a Digital World Programme
 EPF = Enabling Policing for the Future
 MC&E = Modern Contact & Engagement