

<b>Meeting</b>	<b>Audit Risk and Assurance Committee</b>
<b>Date</b>	<b>15 September 2022</b>
<b>Location</b>	<b>Microsoft Teams</b>
<b>Title of Paper</b>	<b>Change Portfolio Update</b>
<b>Presented By</b>	<b>Andrew Hendry, Chief Digital Information Officer (CDIO)</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes</b> <b>Appendix A – Change Update</b> <b>Appendix B – National Change Event Feedback</b>

#### **PURPOSE**

This purpose of this paper is to provide ARAC with a summary of the Police Scotland Change Portfolio.

Members are invited to discuss the contents of this report.

## **1. BACKGROUND**

- 1.1 ARAC has requested that Police Scotland provide a high level overview of Change in Police Scotland.
- 1.2 It should be noted that this update focuses on the Change that currently sits within the Transformation Portfolio but work is ongoing to include/capture wider change and transformation activity going forward within general oversight and overview such as Strategic Workforce Planning (SWP) and Equality, Diversity & Inclusion (EDI). Therefore this overview will provide a summary as per the appendices on:
- Key deliverables for Approved projects (reporting period 08/07/2021 – 05/08/2022)
  - Update on any Assurance activity
  - Business Implementation Plan
  - Timeline on Business Cases
- 1.3 To ensure that this did not create additional overhead it was agreed that this information comes in the form that it is presented to Change Board. The format of this report has changed slightly since last update due to us implementing a Portfolio Management tool which produces a standard report now, the embedding of this is ongoing and information, such as the financials is still being enhanced.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 The information in the appendices provided the detail on the key Programmes within the Change Portfolio highlighting key activities/risks/challenges.
- 2.2 In addition this report will cover off the following areas:
1. Portfolio Design
  2. Portfolio Delivery
  3. Change Engagement
  4. Risk/Issues
- 2.3 Key Activity since our last report:
1. Design
    - The first draft of proposed re-designed portfolio has been completed and is currently being socialised with the

DCC/DCO. This has been completed with considerations given to Operational Priorities, Capacity, Absorbability, Organisational Ambition and potential Spending review implications.

- The aim is to establish an agreed portfolio aligned with capacity for 2022/23 with a clear pipeline on next step activities.
- Taking this into account whilst we undertake the planning we may need to consider slowing down or pausing some activity. We are seeking to ensure that we find a balance between Discovery, Design and Delivery
- There are approx. 13 projects completing their end of project reviews currently which include: NEDIP, Body Worn Video (Armed Policing), eRecruitment and EDRMS

## 2. Delivery

The key deliverables have been:

- Custody Remodelling Suite delivered 27<sup>th</sup> May in Falkirk
- Mobile Working (MW) -Phase 2 rollout is complete, app development is ongoing– CRASH integration (Road Traffic Collisions) is now live, this will be a month long pilot in Roads Policing before national rollout in September. CRaSH integration is one of the most asked for additions to MW from officers.
- Implementation of COS (Case/Crime/Warrants) into A Division on 10<sup>th</sup> August. This involved the training of 1200 officers across Local Policing and National Divisions, plus 200 staff. Training included face to face and Moodle training, supported by 43 Divisional Champions.
  - Data Migration has successfully moved 3.6M records for A Division across to the COS UNIFI system following weeding and de-duplication. Across D, N and now A Divisions we have successfully migrated a total of 8.4M records (including 2.2M crime records) which supports our GDPR compliance as well as operationally.
  - Following implementation on 10/8/22, as at 16/8, 620 crimes had been created on COS with 18010 views of 4189 crimes by 989 officers
  - Early feedback coming through from officers is positive, some process and data queries which is to be expected and support remains in place to ensure the change is successful.

### 3. Engagement

National Change Event took place face to face on 19th July at Scottish Police College with combination of expo style stalls and presentation style updates on stage covering:

- Estates, Fleet & Agile Working
- Enabling Policing for the Future
- Local Policing Service Redesign
- Policing in a Digital World
- Modernised Contract & Engagement
- DESC
- COS
- BWV
- MCE/C3
- Naloxone
- Taser
- Mobile

The feedback on the event was very positive as you will see from a couple of the quotes below, we have included some additional feedback in Appendix 2

"..**Without a doubt a worthwhile event.** It is always tempting to put your core role ahead of Events like this, which can seem like a distraction, especially when work from the day job doesn't stop rolling in whilst you're away.

**Understanding**, being "bought into" and **championing Change** within the Organisation transcends individual roles and functions. It is therefore **essential** that as many people as possible **understand** the **overall plan** and are **pushing in the same direction.**"

"..I felt the **event was very informative** from all the presentations from the Chief Constable / Senior Officers and provided us with an **insight** in relation to the **transformation** and the **vision** for the future of policing in Scotland. The stalls were particularly **beneficial** and having that time to chat through the different projects made a huge difference to my **understanding** and general **awareness.**"

#### 2.4 Key Risk/Issues

1. The key risk are in relation to attracting, on boarding and retaining Staff & Officers leaving the Function as a consequence to pension remedy.
2. Risk remains around capacity being unable to meet current demand
3. Attrition rates are rising with our perm roles

We are hoping to address/reduce these risks as part of the prioritisation work that is ongoing. However the market remains very buoyant which is not only impacting on our ability to attract but also retain staff.

- 2.5 Since the last update we have met with members of the SPA Resources Committee to agree new reporting formats for updates on End Project Reviews and Benefits and these will be produced in the coming months.

### **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 equalities implications in this report, any impacts are captured in individual business cases.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environment implications in this report, any impacts are captured in individual business cases.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.

# Portfolio Overview 05/08/2022

# Change

Report Date: 11-Aug-2022 Portfolio Manager: Kerri Maciver

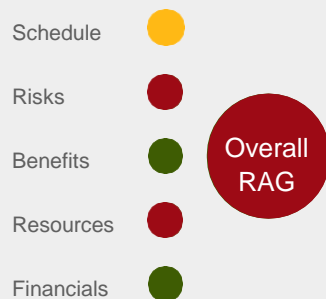
## Previous



## Current



## Forecast



Risk	Current RAG	Current Probability	Current Impact
R008 Reduction of Officer Numbers available for Projects	Red	5	4
R017 Transformation Portfolio Resources	Red	5	4

Issue	RAG	Impact	Severity
Change Function Resources	Red	High	High

## Executive Summary

The Change Portfolio continues to track Red. Constraints regarding resource availability persist. The portfolio resource Unmet Demand has now been escalated from a risk to an issue. Project prioritisation exercise is ongoing with a meeting with the Executive planned for late August, this will then enable us to provide an update to the Change Board in relation to the 2022/23 and 2023/24 Portfolio. The PPMA software solution is continuing to embed across the portfolio, key focus will continue to support improvement around project controls, planning and financials.

## Current Year

Budget	Future Forecast	Actuals to Date	EAC
£0	£0	£0	£0

## Return to Green Actions

Resource - Currently tracking Red at Portfolio level. The recruitment of Day Rate Contractors (DRC) for a number of roles which we have been attempting to recruit over the last few months is being progressed. Currently we have 5 roles in vetting. Recruitment is impacted by extended vetting timescales, which has led to preferred candidates accepting offers elsewhere. Current estimate of vetting timescale is approximately eight weeks. The impact of these resourcing issues is being felt across the whole portfolio and it is expected an amount of re-planning will need to take place in the coming months. Officer resource is also impacting some of the projects due to recent retirements and Officers being reallocated outwith Change. (12/22).

Risk – Work is ongoing to determine specific actions required across the portfolio to complete RTG. Once this work is completed actions will be assigned and progress monitored (09/22).



Programmes	Type	Previous	Current	Forecast	Projects (not aligned to Programmes)	Type	Previous	Current	Forecast
Criminal Justice Services Division Programme	Programme	●	●	●	Age of Criminal Responsibility (Scotland) Act 2019 (ACRA)	Project	●	●	●
Criminal Justice Services Division Reform Programme	Programme	●	●	●	Emergency Services Mobile Communications Programme - ESMCP	Project	●	●	●
Transforming Corporate Support Services Programme	Programme	●	●	●	Portfolio Management Tool	Project	●	●	●
Data Drives Digital Programme	Programme	●	●	●	Sex Offenders Policing Unit (SOPU) / Offender Management Unit (OMU)	Project	●	●	●
Digitally Enabled Policing Programme	Programme	●	●	●	Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW)	Project	●	●	●
Digital Division Programme	Programme	●	●	●					
Local Policing Programme	Programme	●	●	●					
Modernising Contact & Engagement Programme	Programme	●	●	●					
People & Development Programme	Programme	●	●	●					
Policing in a Digital World Programme	Programme	●	●	●					
Technical Surveillance Programme	Programme	●	●	●					
Forensic Services Change Programme	Programme	●	●	●					
Corporate Services Estates Transformation Programme	Programme	●	●	●					

## Benefits Update

Cashable Benefits: Following Change Board Approval 02/08/2020  
**Actuals:** Delivered to date have increased to £12.56m, this is due to MS Teams realising **£3.88m**  
**Forecast:** NEDIP has reduced its 2021/22 forecast by £212k

Officer efficiencies FTE:  
**Actuals:** COS RTC and COS Missing Persons have collectively realised **9** Officer FTE after receiving validation for FY20/21 figures.  
**Planned:** Approval at Change Board on 02/08/2022 has reduced the overall CAM total FTE planned value from 563 FTE to 184 FTE. (Decrease of 379 FTE)

Staff efficiencies FTE:  
**Actuals:** This month there has been an increase of **4** FTE to Staff Efficiency actual values, as a result of COS RTC and COS Missing Persons receiving validation of figures for FY20/21.

## Planning Key Activity

DESC - Model Office (MO) UAT has now recommenced following delay due to resource challenges - these have now eased around MO platform testing.  
 COS – A-Division go-live on 10/08/2022.  
 COS - rollout plan will require to be re-baselined and a Change Request will be submitted in due course for governance purposes.  
 CMS – Go / No Go on project direction planned for 10/08/2022.

## Financial Position at End of Period 04 (July 22)

Q1 Forecast process fully imbedded into reporting.  
 Capital FY outturn position revised to £53.7m, slippage now at £24.5m  
 • YTD actuals £8.1m v YTD Q1 Forecast £7.6m  
 Reform FY outturn remaining at £25m, slippage now at £3.6m  
 • YTD actuals £6.2m v YTD Q1 Forecast £5.9m

Capital YTD			Reform YTD		
Original Budget YTD (£k)	Capital YTD Actuals (£k)	Variance (£k)	Original Budget YTD (£k)	Reform YTD Actuals (£k)	Variance (£k)
£8,822	£8,066	£756 8.6%	£6,052	£6,155	-£103 -1.7%
Capital YTD F'cast Q1 (£k)	Capital YTD Actuals (£k)	Variance (£k)	Reform YTD F'cast Q1 (£k)	Reform YTD Actuals (£k)	Variance (£k)
£7,579	£8,066	-£487 -6.42%	£5,881	£6,155	-£274 -4.66%

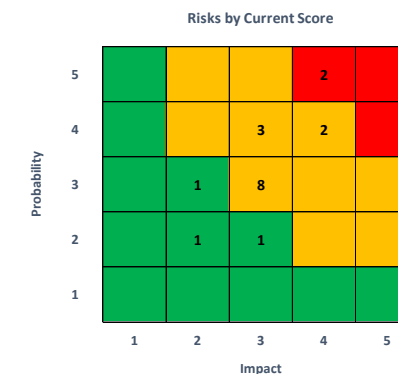
## Risk Update

Within the previous reporting period (Jul-22) there were 17 Open risks in the Portfolio Risk Register.

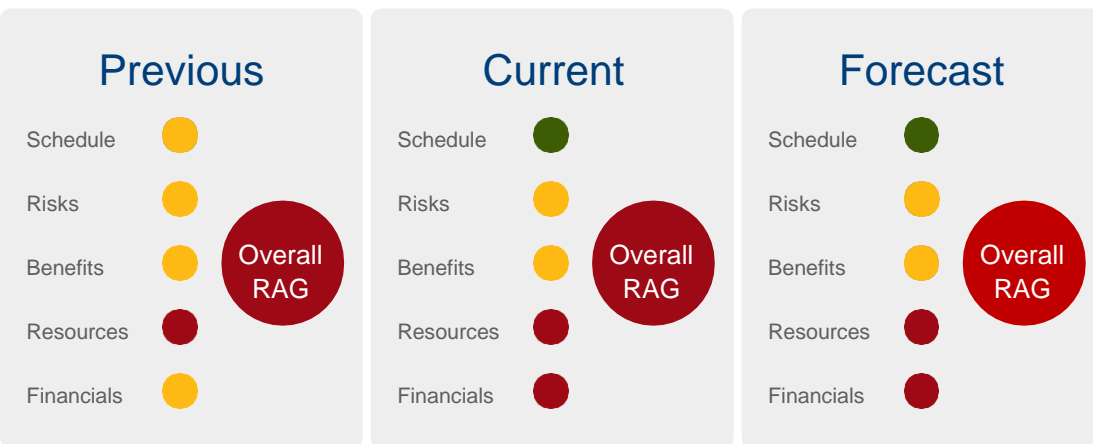
The Portfolio Risk Register for the current reporting period (Aug-22) comprises of 18 Open risks.

The following are the changes to the Portfolio Risk Register since previous reporting period:

- 0 risks are proposed for closure
- 1 new risk is proposed
- 1 risk is proposed for increase
- 1 risks is proposed for decrease
- 15 risks remain static



# Programme Summaries



Project	Milestone	Baseline	Status
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Productions Remodelling	Procurement of Feasibility and Design	01-Oct-2022	Not Complete
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Risk	Current RAG	Current Probability	Current Impact
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Project Resource	Red	5	4
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Project	Previous	Current	Forecast
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Custody Remodelling	Red	Red	Red
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CJ Middle Office Remodelling	Green	Red	Red
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Productions Remodelling	Red	Red	Red
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### Executive Summary

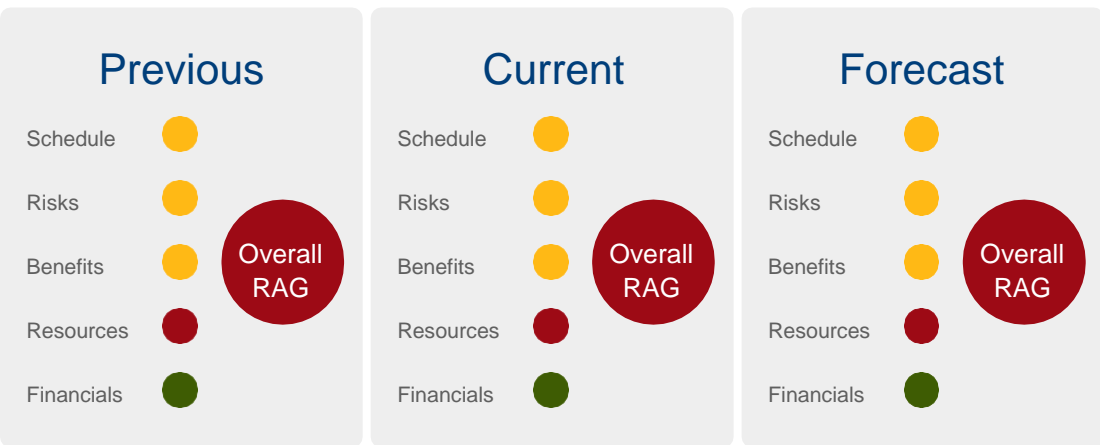
Middle Office National Case resources and associated change going through CJ SMT. Training build for national proposal commenced but will be impacted by delay to national system in East. Readiness for A division delivery support in place for 10-12/08/2022. Engagement commenced with middle office BAU to establish likely change to process as a result of National systems. Production disposals remain on track within Lanarkshire. Continuing focus on Purge team recruitment due to staff turnover. Project also continues to focus on the Target Operating Model processes to define best evidence, transfer of productions and disposal of productions. Financial position has moved from Amber to red due to Custody paused no one working on, Project Manager has moved away from Middle Office and no replacement. As a result planned spend gap is widening.

### Return to Green Actions

Reprioritisation discussion between ACC McDonald and CDIO Hendry due 16/08/2022 recommended outcome is to pause Custody and Middle Office. (09/22)  
Middle Office - Project resource unlikely to return to green in next reporting period due to resource challenges. Divisional resilience is unlikely to return to green due to resourcing challenges nationally. Strategic direction – will help return to green following reprioritisation exercise completed by exec. Productions - Continuing focus on recruitment of Purge team to return finances to green.

### Current Year

Budget	Future Forecast	Actuals to Date	EAC	OFFICIAL
£4,017,787	£0	£0	£0	



Project	Milestone	Baseline	Status
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DESC	Delivery 1 – Solution Ready for Piloting	04-Sep-2022	Not Complete
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Risk	Current RAG	Current Probability	Current Impact
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DESC Resource - Implementation Planning (DESC 02e)	Red	5	4
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Project	Previous	Current	Forecast
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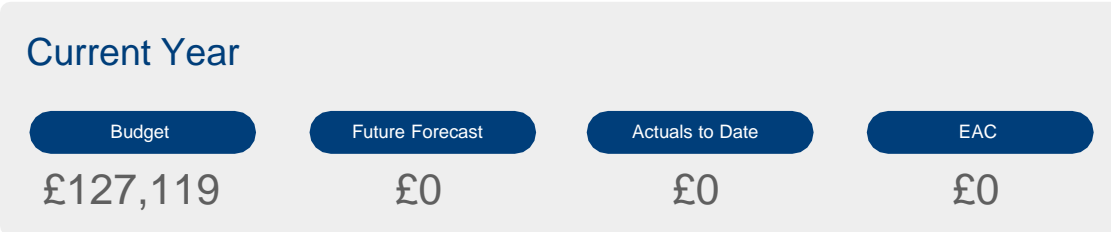
Digital Evidence Sharing Capab...	Red	Red	Red
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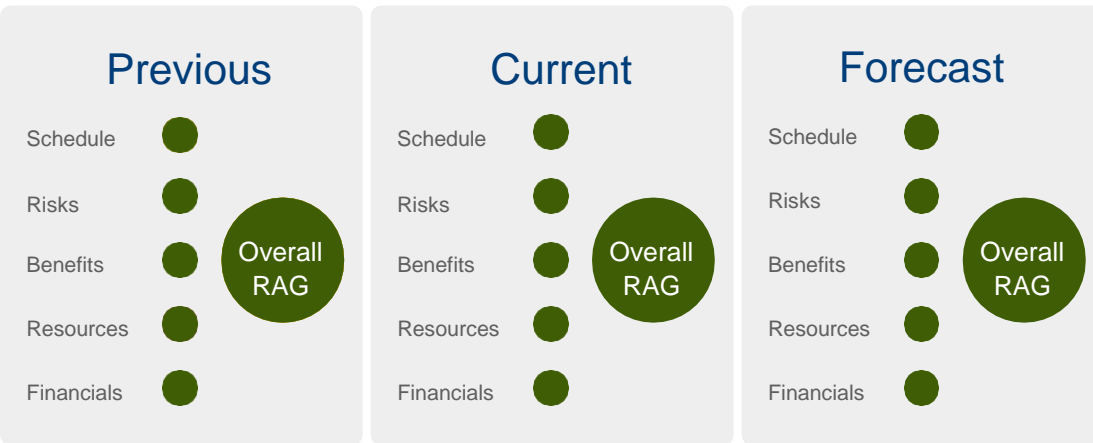
### Executive Summary

Overall RAG status remains 'Red'. work ongoing around build and testing of the delayed Model Office (MO) platform, user stories / functionality focus – impact on MO Early Phase deliverables. PS project planning refresh underway to include linking business and Scrum planning and resourcing of User Stories. DESC “must have” being finalised with Dalmarnock workshop 04/08/2022 & should have w/c 08/08/2022. Planning activity to drive a security solution now in an advanced state.

### Return to Green Actions

Schedule – Refresh planning for mid, Late MO, Pilot integrating with SCRUM Sprints, Delivery 2 planning underway; Risks – PSoS API Gateway - tactical solution agreed. Mobile app data sovereignty-with Axon. Overarching security action plan in progress. Benefits - Pilot Must Haves functionality being finalised, 'should have' wshop planned. MO testing underway; Resources – gap fill ongoing.





Project	Milestone	Baseline	Status
P2P	Gate 6 – Close	04-Oct-2022	Not Complete

Interim Payroll	Gate 6 – Close	04-Oct-2022	Not Complete
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Risk	Current RAG	Current Probability	Current Impact
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There are no programme risks out with tolerance

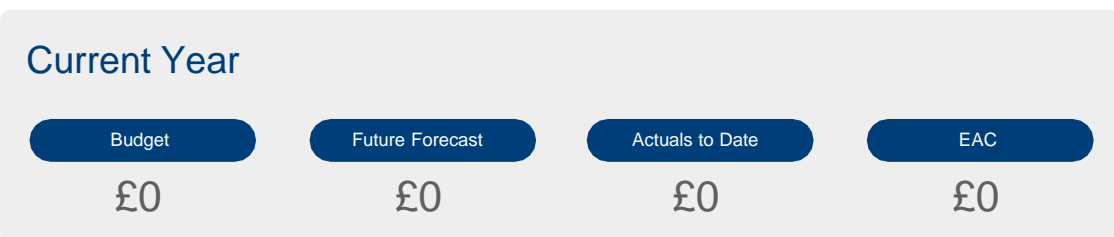
### Executive Summary

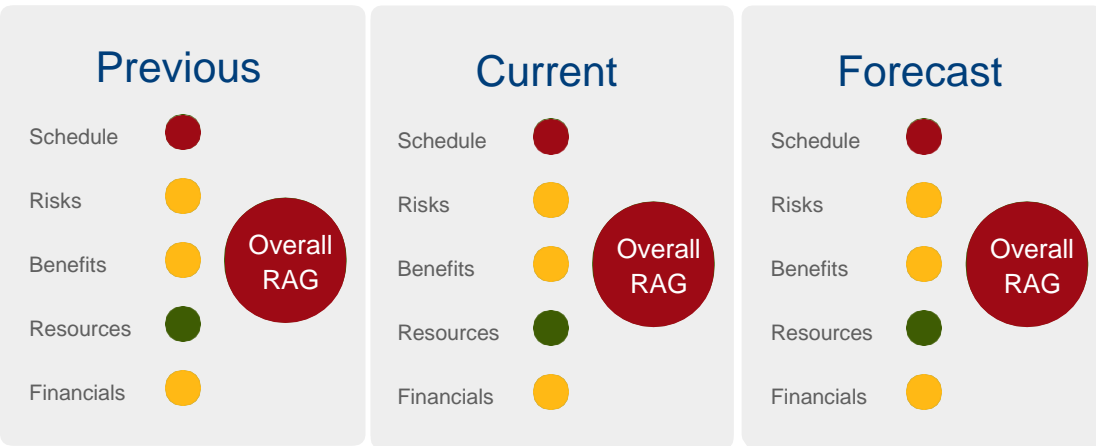
Interim Payroll Project remains Green. End Project Report (EPR) is in development.

Purchase to Pay is now live in all Divisions/Areas within Police Scotland circa 600 users deployed from Feb 2021 to April 2022. The Project has now handed over to the BAU support model with all remaining on-boarding moved over to this Team. End Project Report is being completed and submitted for approval in September.

Project	Previous	Current	Forecast
Interim Payroll	●	●	●
Purchase to Pay (P2P)	●	●	●

### Return to Green Actions





Project	Milestone	Baseline	Status
EDRMS	Gate 6 – Close	04-Oct-2022	Not Complete

E-Recruitment	Gate 6 – Close	04-Oct-2022	Not Complete
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Risk	Current RAG	Current Probability	Current Impact
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There are no programme risks out with tolerance

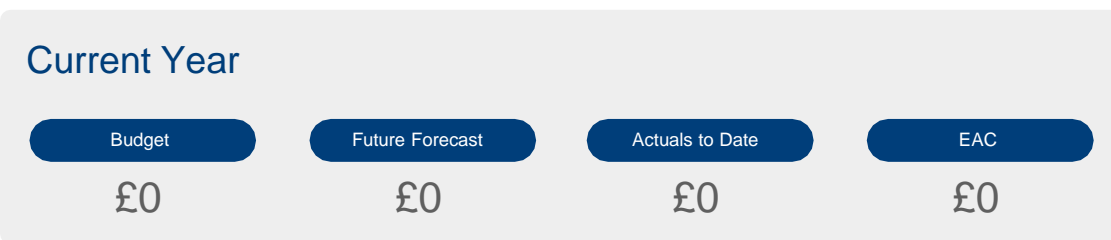
Project	Previous	Current	Forecast
Electronic Document Records ...	Yellow	Yellow	Yellow
e-Recruitment	Red	Red	Red

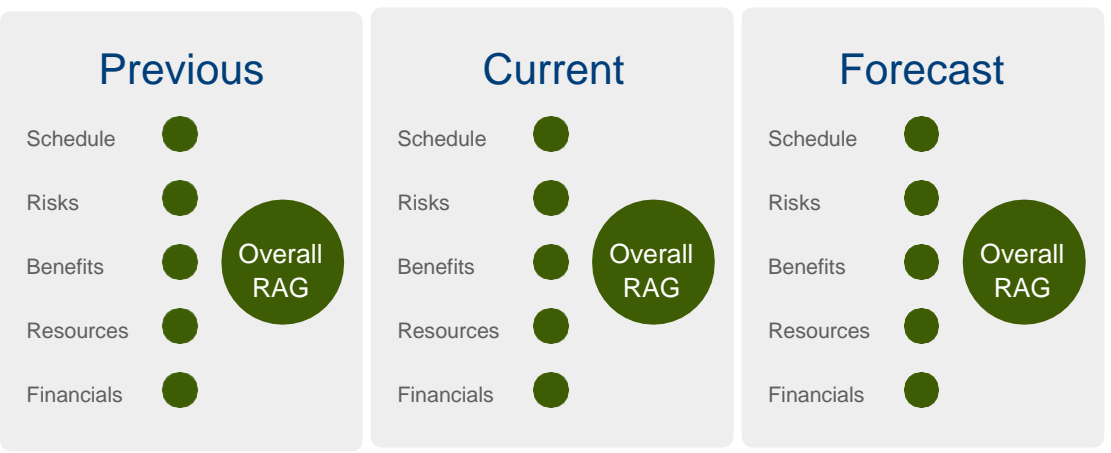
### Executive Summary

Both EDRMS & E-Recruitment will bring forward Change Request and End Project Report and submit for approval to September Governance meetings.

### Return to Green Actions

Schedule, Risk, Benefits, Financials. EDRMS & e-Recruitment Change Requests and End Project Reports, will be submitted to September Governance meetings. (10/22)





Project	Milestone	Baseline	Status
GDPR	Gate 4 – Solution Build Complete	25-Aug-2022	Not Complete
MDM	Gate 4 – Solution Build Complete	25-Aug-2022	Not Complete
MDM	Gate 5 – Go/No Go	08-Sep-2022	Not Complete

Risk	Current RAG	Current Probability	Current Impact
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There are no programme risks out with tolerance

## Executive Summary

GDPR - Series of workshops established with AIM to formally kick off Unstructured activity. Structured due to kick off with SAS next week.

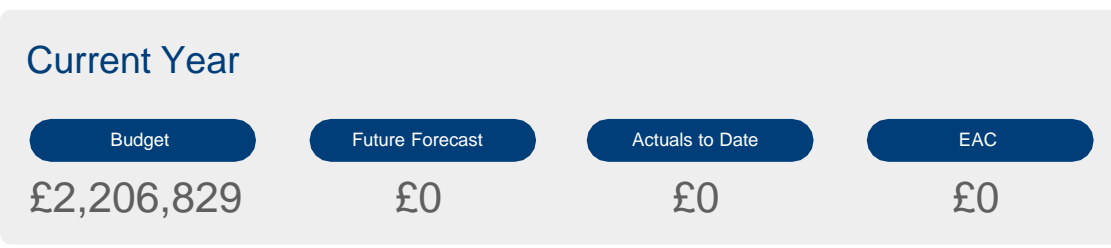
FWA - Currently in solution design phase. Series of workshops established to finalised High Level Design. SAS training modules identified and a training plan is currently being developed.

CDO TOM - Project moving towards closure, EPR drafted and being reviewed internally.

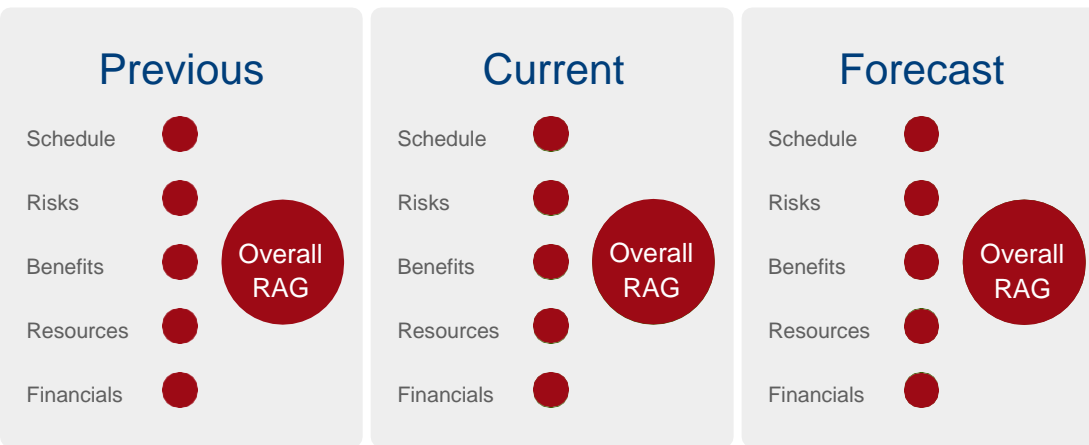
MDM - Integrations and development progressing for each source system, priority focus is reviewing location solution options. Series of workshops kicked off with Civica this week to map current capability against requirements.

Project	Previous	Current	Forecast
Chief Data Officer Target Oper...	●	●	●
Data - Force Wide Analytics	●	●	●
Data - GDPR Structured and U...	●	●	●
Master Data Management (MDM)	●	●	●

## Return to Green Actions







Project	Milestone	Baseline	Status
Phase 2 CASE Management	A-Div, Appl Deployment	10-Aug-2022	Not Complete
Phase 2 Crime	A-Div Roll Out	10-Aug-2022	Not Complete
Data Migration	A- Div Go Live	15-Aug-2022	Not Complete

Risk	Current RAG	Current Probability	Current Impact
Lack of Resources	Red	5	4
DEP 025 - Prioritisation of Resources	Red	5	4
DEP 030 - Demand for Training in 2021 and 2022 with Operational Pressures from COP 26 and Covid-19	Red	5	4

### Executive Summary

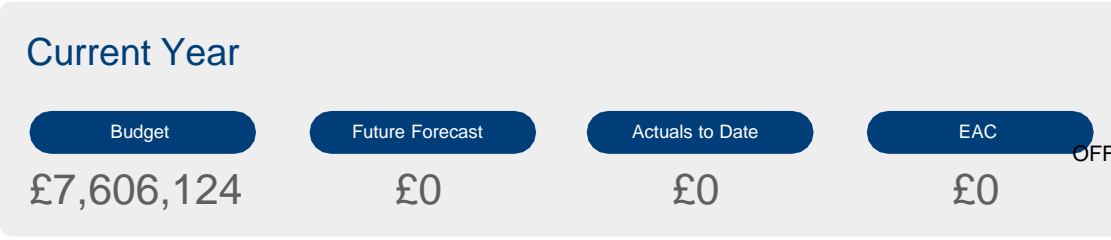
Programme remains at RED status due to ongoing resource issues, primarily impacting Core Operational Solutions and the capacity to implement Phase 2 comprising Crime/Case/Data Migration. Progress continues to be made but rollout timescales will increase due to the resource constraints, with subsequent increased costs for delivery and benefits realisation delay. COS Implementation into A Division 10/08/2022.

Mobile Working is at closure stage, planning handover to the Digital Support & Evolution Group, national body Worn Video project is developing the Initial Business Case following a market Request For Information.

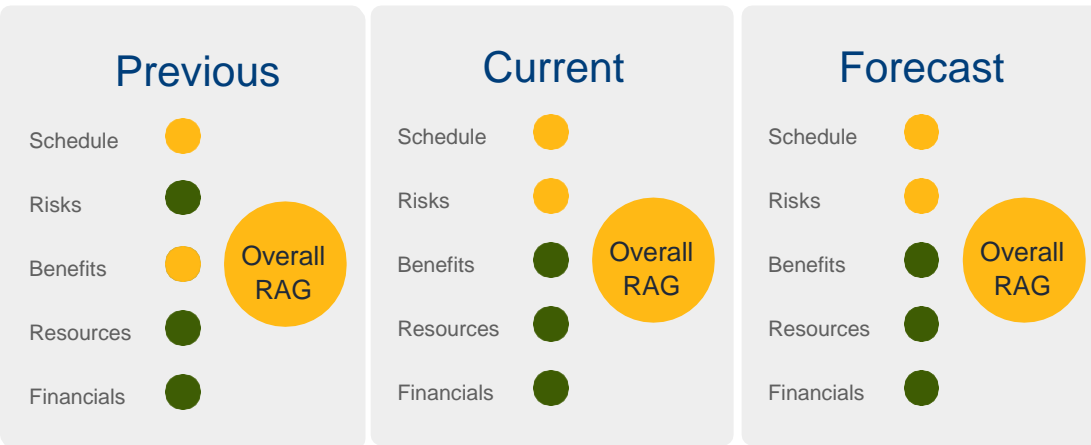
### Return to Green Actions

Re-planning activity is underway based on current known resource availability which will result in a Change Request to re-baseline the delivery plan. In the meantime the programme is flexing resources as best it can to continue to drive progress as rapidly as possible.

Project	Previous	Current	Forecast
Data Migration	●	●	●
Phase 1 Insight	●	●	●
Phase 2 Productions	●	●	●
Phase 2 CASE Management..	●	●	●
Phase 2 Crime	●	●	●
Phase 2 Direct Measures	●	●	●
Phase 2 Warrants	●	●	●
Body-Worn Video Armed Policing	●	●	●
Mobile Working (Phase 1)	●	●	●
Mobile Working (Phase 2)	●	●	●



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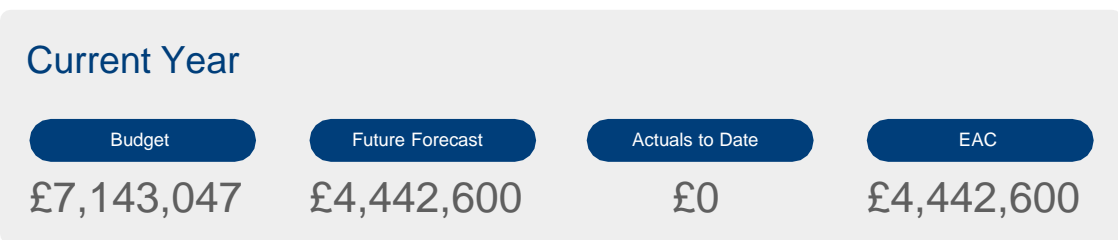


## Executive Summary

The Programme remains at Amber due to the number of Red projects within the Transformation Portfolio including Cyber Res & O365 . PAF CR and EPR approved at CB (02/08/2022); MS Teams CR approved at CB (02/08/2022), EPR due for submission at September CB.  
 Lowlights - O365 NMC decision still outstanding which may further delay the FBC.

## Return to Green Actions

Schedule, Risks – O365 FBC approval, MS Teams EPR to be updated and presented at CB 30/08/2022, Cyber Res, Change Request submitted to September Governance meetings. (10/22)



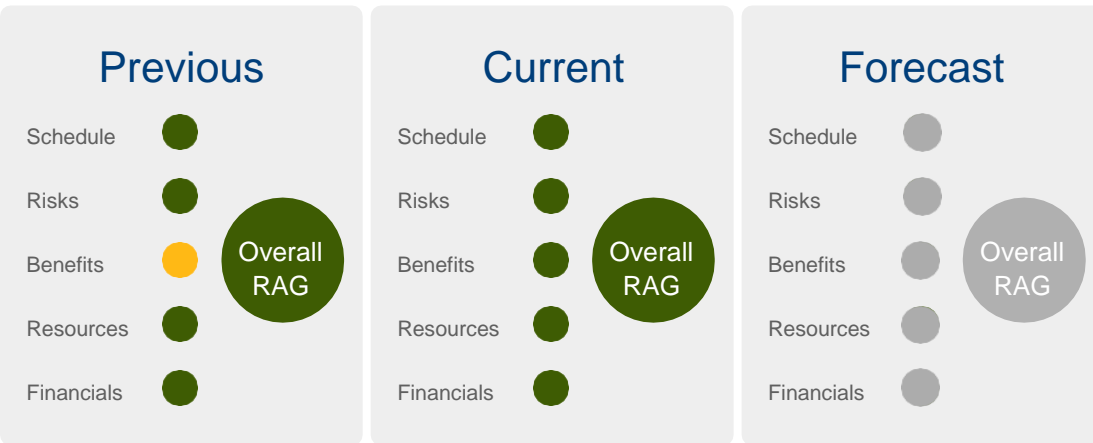
Project	Milestone	Baseline	Status
CHS Tech Refresh	Gate 4 – Soln Build Comp	15-Aug-2022	Not Complete
Cyber Resilience	Gate 6 – Close	04-Oct-2022	Not Complete
Office 365 - MS Teams Deployment	Gate 6 – Close	04-Oct-2022	Not Complete

Risk	Current RAG	Current Probability	Current Impact
No Data Found			

Issue	RAG	Impact	Severity
Officer Pension Reform Changes	Red	High	
Recruitment challenges across the portfolio	Red	High	

Project	Previous	Current	Forecast
CHS Tech Refresh	Green	Green	Green
Cyber Resilience	Red	Red	Amber
Office 365 - MS Teams Deployment	Red	Red	Green
Office 365	Red	Red	Green
Process Automation Firearms	Red	Red	Grey
Process Automation Vetting	Green	Green	Green



Project	Milestone	Baseline	Status
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There are no milestones this reporting period

Risk	Current RAG	Current Probability	Current Impact
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There are no programme risks out with tolerance

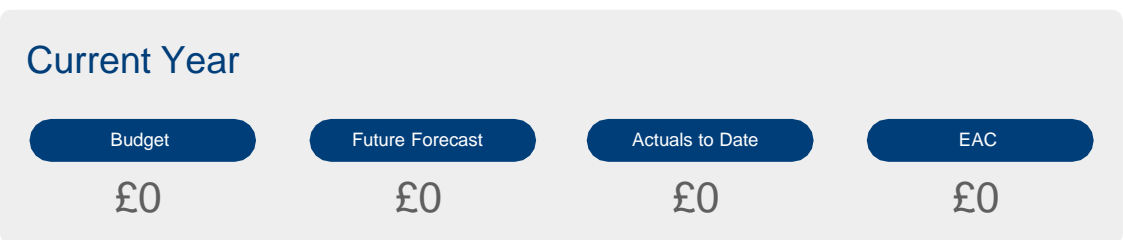
Project	Previous	Current	Forecast
North East Division Integration ...	●	●	●

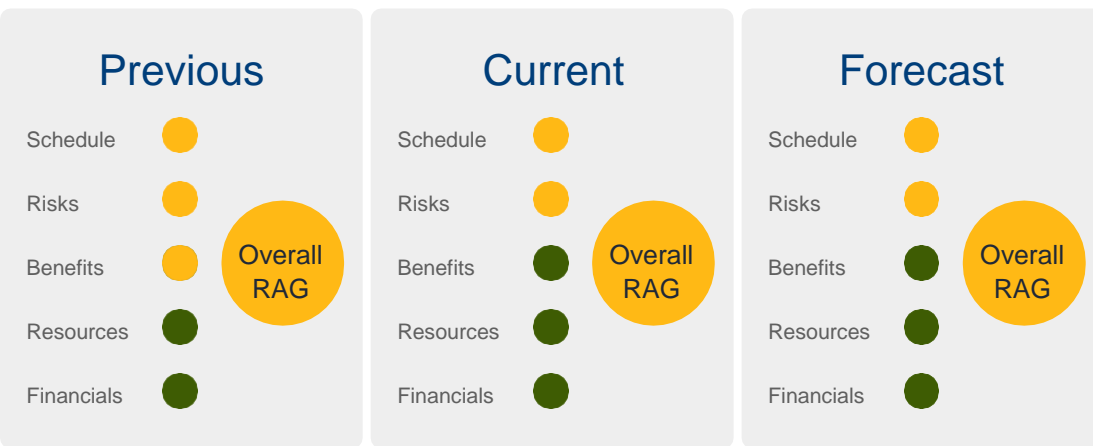
### Executive Summary

The Change Request CR003 and NEDIP End of Project Report (EPR) both approved at the Change Board 02/08/2022. With approval of CR003, project benefits will now be re-baselined to Green.

NEDIP EPR will now progress to the SPA Resources Committee on 09/08/2022 for noting and Members recommendation to the SPA Main Board on 25/08/2022.

### Return to Green Actions





### Executive Summary

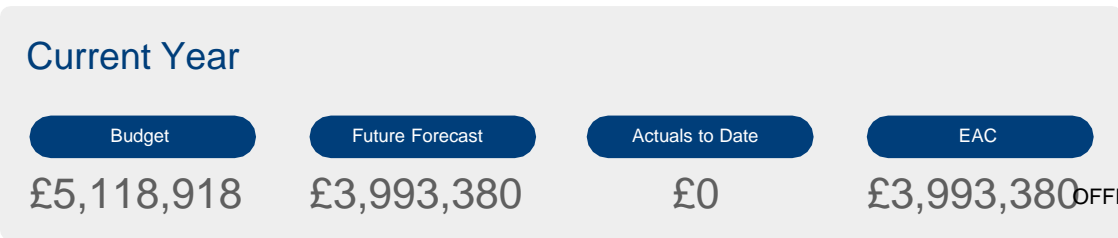
CERP – Analysis is ongoing. UCCP - Green, options paper on CRM being worked on. May mean a change in scope, impacting delivery timeline. CR will follow if required.

NICCS - Progress been made with Frequentis working through the Sev 1 & 2 defects. 10 defects resolved, 6 new defects have been identified work continues to remediate. Seeking further clarification from Frequentis on resolution for Log4J vulnerability and plans for remediation, prior to presenting for ISO/Home Office accreditation.

Programme Risk RAG is driven solely by the NICCS Project. Risks now realised and briefing paper 'NICSS Go-Live Delay' from May until Sept 22 was presented at July PMG. A Change Request will be required to re-baseline targeting Oct PMG.

### Return to Green Actions

NICCS - Re-plan continues to work through the key priorities. Dependencies identified with a number of variables to be considered, resolution of Defects and remediation required for ISO/Home Office accreditation, as well as confirmed Hardware delivery dates. CR to be raised once plan has been developed/agreed with C3.



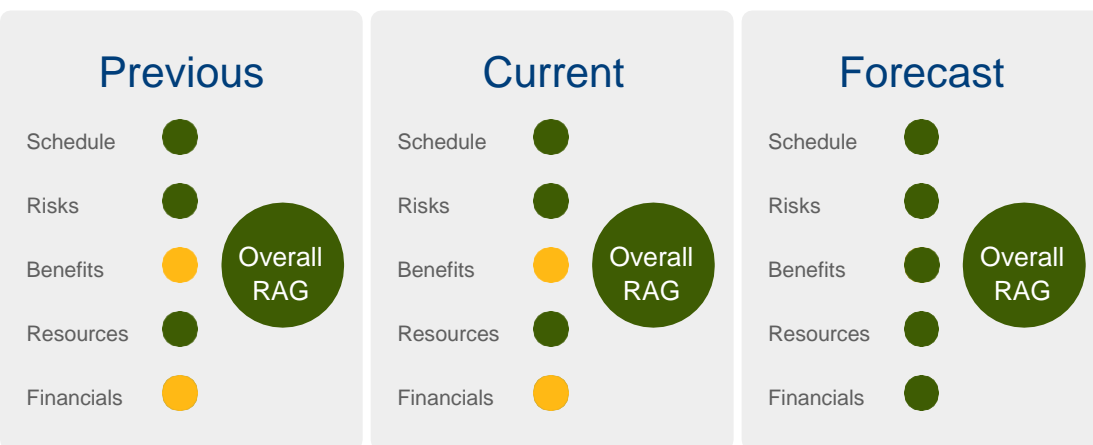
Project	Milestone	Baseline	Status
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There are no milestones this reporting period

Risk	Current RAG	Current Probability	Current Impact
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There are no programme risks out with tolerance

Project	Previous	Current	Forecast
Contact Engagement Resolutio...	●	●	●
National Integrated Communica...	●	●	●
Unified Communications and C...	●	●	●



Project	Milestone	Baseline	Status
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Leadership	Gate 5 - PLDP Go/NoGo	30-May-2022	Not Complete
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Risk	Current RAG	Current Probability	Current Impact
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There are no programme risks out with tolerance

Project	Previous	Current	Forecast
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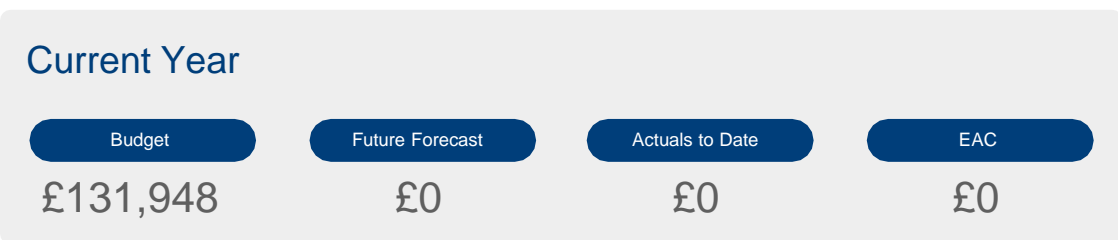
Leadership	Green	Green	Green
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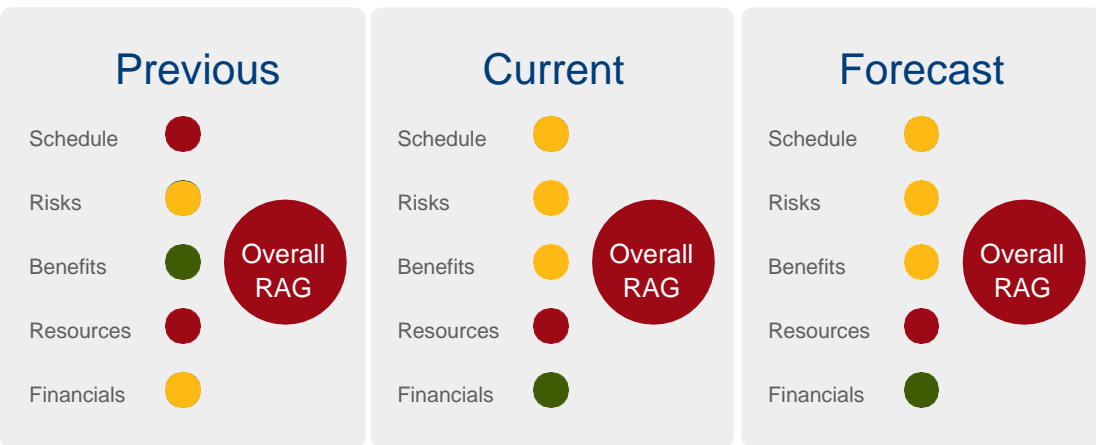
### Executive Summary

MyCareer Discussions – 665 Officers and 91 Staff Discussions are in the pipeline.  
 Reflection Logs – 1722 Officers and 275 Staff Reflection Logs in the process.  
 Moodle stats as of 12/08/2022, CVF – 9949, MyCareer - 7610  
 MyCareer merchandise continues to be distributed throughout the organisation.  
 Meeting to be held on 08/08/2022 with Federation regarding questions posed on PLDP Postings. The PLDP End of Pilot Evaluation Report to be submitted to September JNCC with comments from Federation meeting included.  
 Virtual First Implementation Lead starting 08/08/2022, anticipate work will re-commence on the FBC end August.

### Return to Green Actions

Change Request, Benefit Profiles, Benefit Owner Agreement Forms and Refreshed Affordability Model being presented at Change Board on 30/08/2022





Project	Milestone	Baseline	Status
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There are no milestones this reporting period

Risk	Current RAG	Current Probability	Current Impact
Change Team Staff Resources	Red	4	5
ICT Specialist Resources	Amber	4	4
Governance	Amber	4	4

### Executive Summary

The Strategic Outline Business Case (SOBC) will be withdrawn from September SPA Resources committee. Due to the significance of the financial ask DCC Graham is taking time to consider next steps.

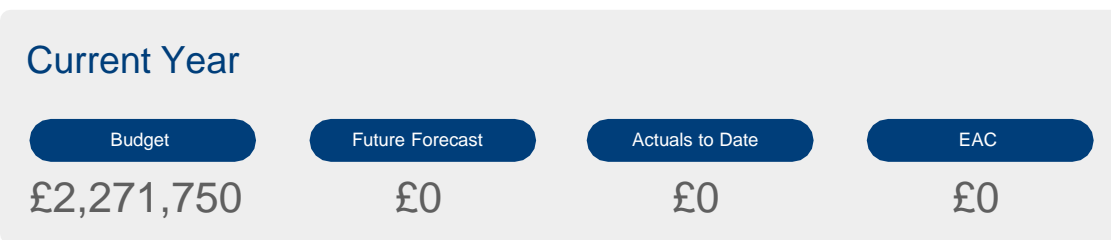
The programme is reporting red due to the the ongoing resource issue. Planning work and business case work is progressing across a number of areas. Recent resource request for Training has been declined.

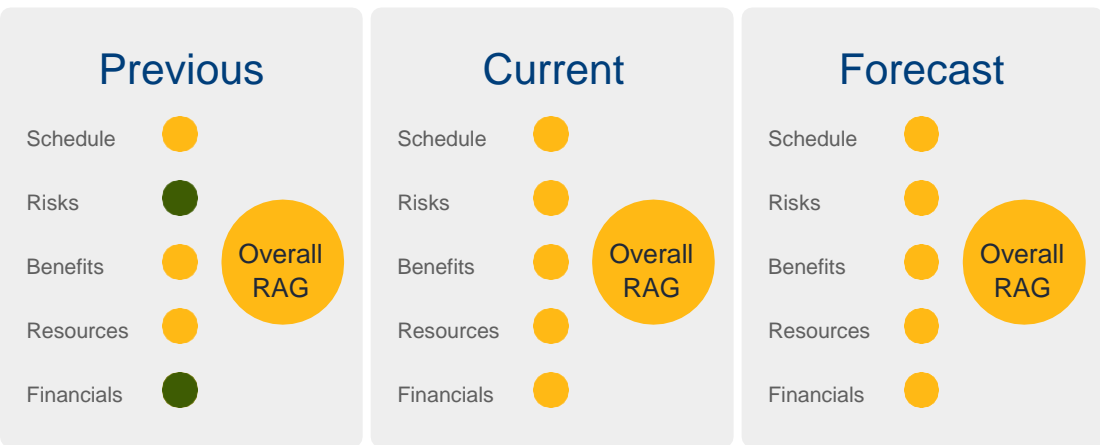
Project	Previous	Current	Forecast
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Enhancing Digital Forensics, ISO17025	Yellow	Yellow	Yellow
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### Return to Green Actions

Schedule, Risks, Benefits, Resources - Onboarding of approved Resources. (12/22)





Project	Milestone	Baseline	Status
Case Management System	Go/No Go	10-Aug-2022	Not Complete
Technical Surveillance Infrastructure	MDM - Tech Design and Imp Docn Complete	08-Aug-2022	Not Complete
Technical Surveillance Infrastructure	-Connection Comp - BT Circuit and FTDs To Hub	17-Aug-2022	Not Complete

Risk	Current RAG	Current Probability	Current Impact
There are no programme risks out with tolerance			

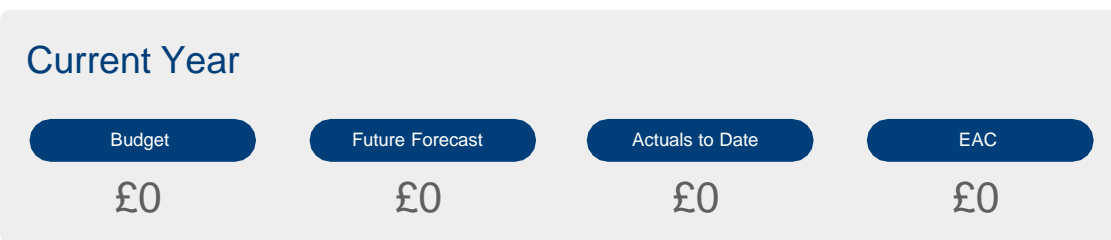
## Executive Summary

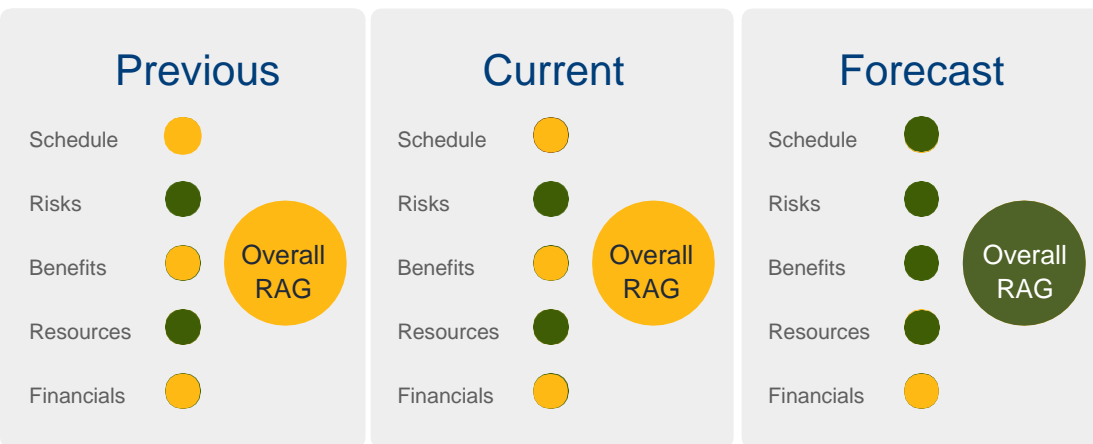
Status remains at Amber largely driven by CMS Project. Specialist Training – PPA approved, Procurement underway.  
 TS Infrastructure - Work progressing to plan, nothing by exception.  
 CMS - Go/No Go meeting moved from 03/08/2022 to 10/08/2022 due to availability of SMT. Costs and indicative timescales to further develop the system to meet requirements of the TSU have been shared, this will help inform the Go/No Go decision in addition to TSU's ability to provide required business resource. There is also a risk that this project will be placed on hold following the prioritisation work at portfolio level.

Project	Previous	Current	Forecast
Case Management System	Amber	Amber	Amber
Technical Surveillance Infrastructure	Green	Green	Green

## Return to Green Actions

Benefits - Pending outcome of Go/No Go on 10/08/2022 and acceptance of CR thereafter to alter time/scope/cost, targeting September PMG for CR.





## Executive Summary

Access to Lab Project (Green) Test and Learn findings are being discussed with the project team to define the best way forward for the SFI form and process.

FS COS Project (Red). PM resource started on 04/07/2022, period of understanding progress to date and carry forward for presentation of IBC at October board.

Data Migration and Gov Project (Amber) Project Brief to be presented at August Board.

Deployment of Scene Examination (Green) As-is and To be maps to be agreed with the business. Training requirements and planning underway as well as understanding estates requirements.

Operating Model Project (Amber) Vast majority of consultation concluded and planned to bring to a close at August JNCC. Implementation planning underway.

Project Weaver (Amber) Lab mobilisation plan aligned to revised timeline and implementation of main instruments is progressing.

## Return to Green Actions

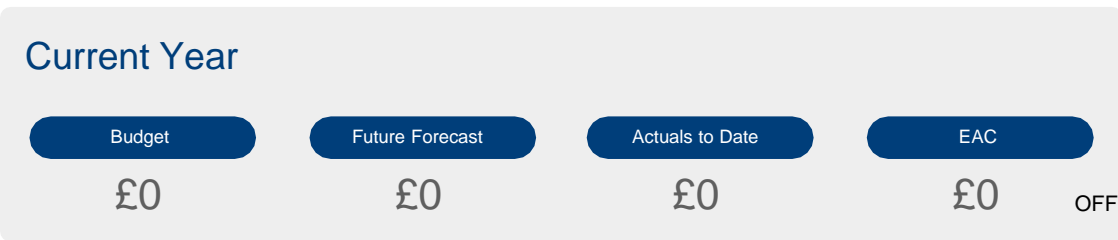
FS COS: IBC to be presented at October Board

Data Mig & Gov: Project Brief to be completed and approved; detailed plan developed

OM: Completion of consolation for August JNCC

Weaver: Fully resource methods development and validation phases July to November.

Outsourcing contingency to be put in place.



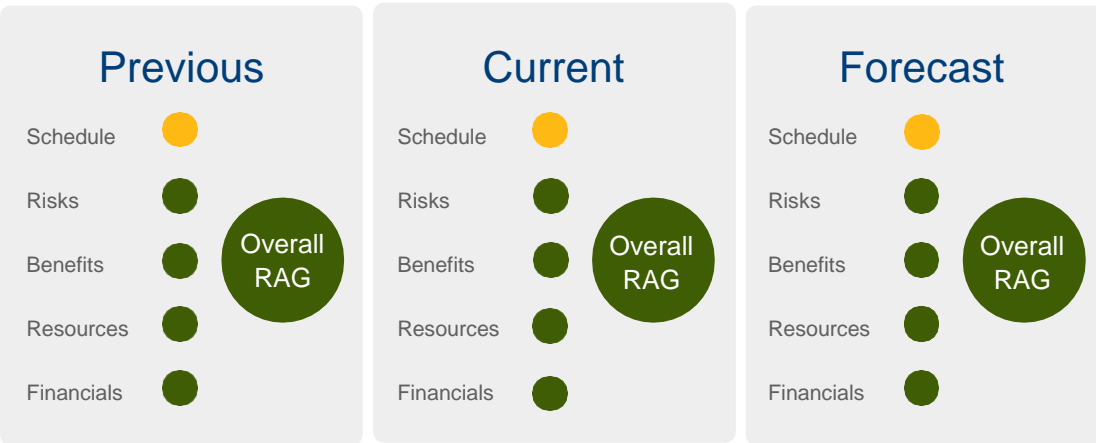
Project	Milestone	Baseline	Status
FS COS	FBC Approval	N/A	On Track
Data Migration and Governance	FBC Approval	N/A	On Track

Risk	Current RAG	Current Probability	Current Impact
There are no programme risks out with tolerance			

Project	Previous	Current	Forecast
Operating Model	Amber	Amber	Green
Project Weaver	Amber	Amber	Amber
Access to Lab	Green	Green	Green
Deployment of Scene Examination	Green	Green	Green
Data Migration and Governance	Red	Red	Amber
FS COS	Red	Red	Amber





Milestone	Baseline	Schedule/Actual	Status
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There are no milestones this reporting period

Risk	Current RAG	Current Probability	Current Impact
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There are no project risks out with tolerance

Project	Previous	Current	Forecast
Estates Transformation West	Green	Green	Green
Estates Transformation East	Yellow	Green	Green
Estates Transformation North	Green	Green	Green

### Executive Summary

Programme Summary – Priority projects being progressed in each region, internal and external challenges have impacted on some development projects (as highlighted below) however projects in design/delivery (and associated capital/reform spend) are on target.

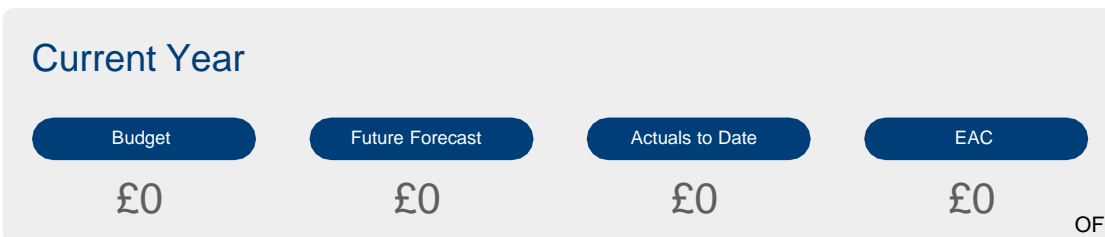
West Region – Five projects currently in flight – inc. Osprey/Vigilant, CTSFU Training facility, Rubicon and Ayr Short-Term. Another 41 project feasibilities/planning ongoing at various points of the implementation phases. Ayr construction commenced last week.

East Region - Two inflight projects - Haddington – lease being finalised and St Kats – NHS led project, contractors on site. Another 20 project feasibilities/planning ongoing at various points of the implementation phases. Eagle a key priority in the East.

North Region - Six projects currently in flight – Carnoustie, Lochboisdale, National Housing Strategy delivery, N Division Housing Upgrades (Phase 1), and Gairloch & Strontian Housing Upgrades. Various works packages being compiled and tenders in progress to support delivery, and another approximately 30 projects / potential projects at various points of the implementation phases. Housing a key priority in the North at present.

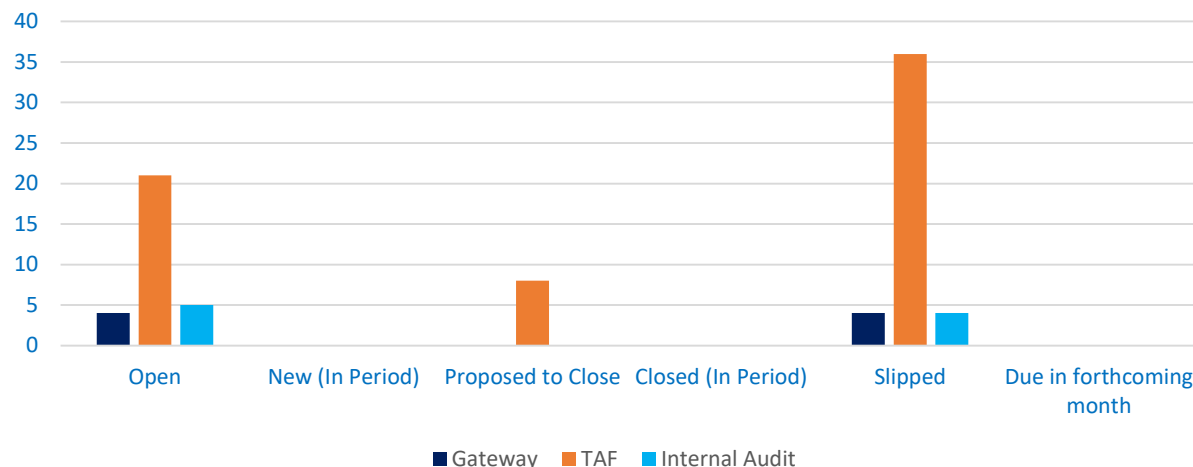
### Return to Green Actions

Re-benchmark relevant business cases will return the programme to green.



# Portfolio Assurance and Business Change & Analysis

### Change External Assurance Recommendations



- No new Recommendations for this period.
- 8 Recommendations have been proposed to close in this period.
- No Recommendations have slipped.
- No Recommendations are due in the forthcoming period.
- Recommendations due in the next 3 months are all on track.

This reporting period, the following Assurance activity has been undertaken:

**External Assurance:**

- No External Assurance has taken place this reporting period.

**Internal Assurance:**

- PIR: Telematics undertaken in previous period, postponed from July PMG, to be presented at August PMG.
  - Key Findings: Understanding scope from outset may have reduced the requirement to rescope, forming relationships with Staff & Officer Associations and maintaining stable project resource supports successful delivery.

The following Assurance is planned for the next 3 months:

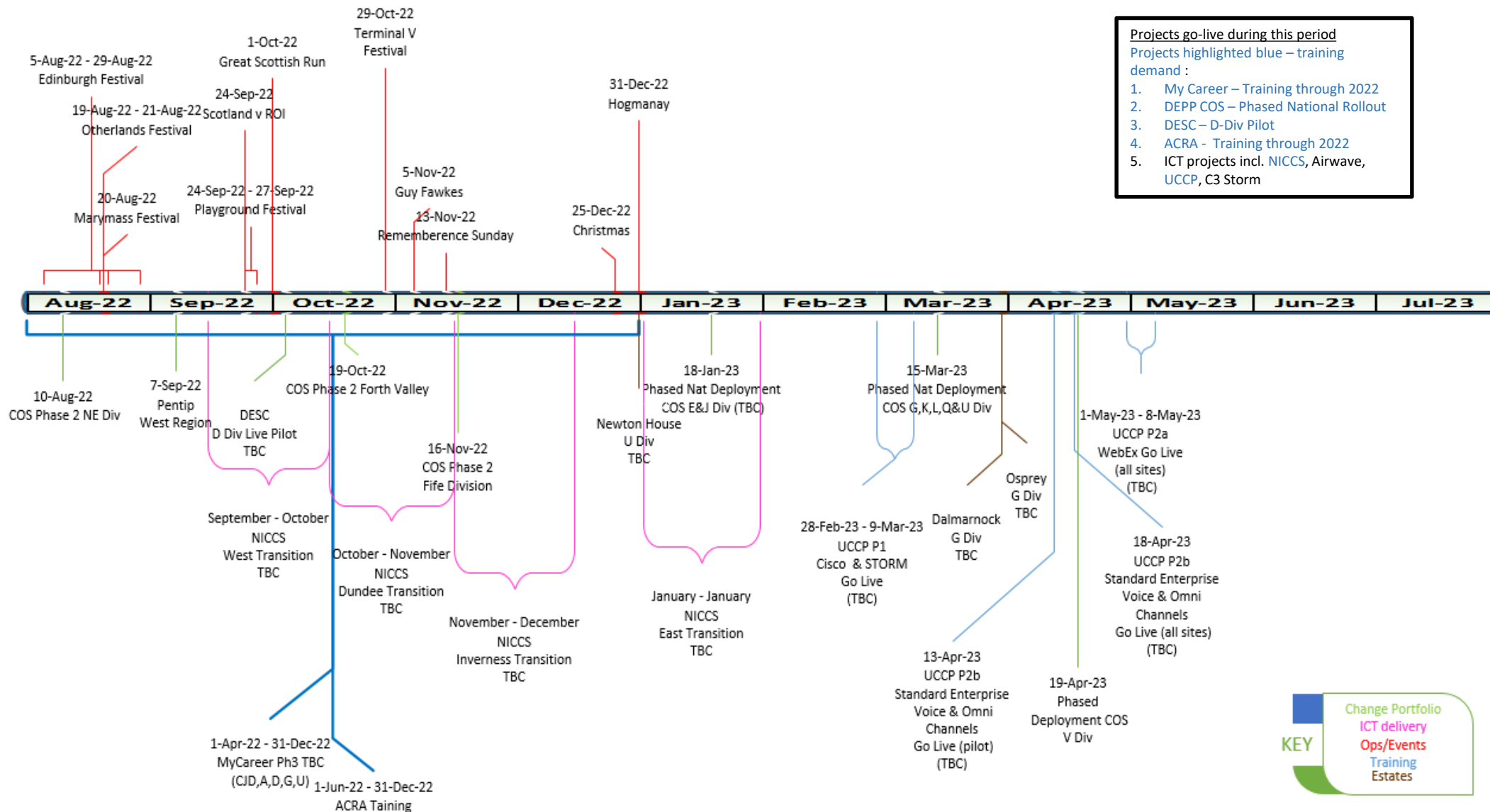
**External Assurance:**

- There are 2 external assurance planned for the period August, September and October:
  - DESC Go-Live TAF, tentatively scheduled for September, subject to delay
  - DESC Internal Audit, tentatively scheduled for September, subject to delay

**Internal Assurance:**

- Criminal History Scotland (CHS) Internal Healthcheck
- PIRs: ANPR, BWV (Armed Policing).
- Risk Assurance Reviews
- Document Reviews: Series of EPRs, IBCs, etc.
- Series of RPAs and IAAPs

The timeline below shows planned major operations [SCoPE], large training programmes and project go-live dates for the period Aug-2022 to Jul-2023.



Division	JUL 22	AUG	SEP	OCT	NOV	DEC	JAN 22	FEB	MAR	APR	MAY	JUN
A	At Capacity	At Capacity	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Still to be assessed
N	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Still to be assessed
D	Challenging	Challenging	At Capacity	At Capacity	At Capacity	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Still to be assessed
G	Challenging	Challenging	Challenging	Challenging	Challenging	At Capacity	Challenging	Challenging	At Capacity	At Capacity	At Capacity	At Capacity
K	Challenging	Challenging	Comfortable	Challenging	Challenging	At Capacity	Challenging	Challenging	At Capacity	At Capacity	At Capacity	At Capacity
L	Challenging	Challenging	Comfortable	Challenging	Challenging	At Capacity	Challenging	Challenging	At Capacity	At Capacity	At Capacity	At Capacity
U	Challenging	Challenging	Challenging	Challenging	Challenging	At Capacity	Challenging	Challenging	At Capacity	At Capacity	At Capacity	At Capacity
Q	Challenging	Challenging	Comfortable	Challenging	Challenging	At Capacity	Challenging	Challenging	At Capacity	At Capacity	At Capacity	At Capacity
C	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	Challenging	Challenging	Challenging	Challenging	Still to be assessed	Still to be assessed
P	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	Challenging	Challenging	Challenging	Challenging	Still to be assessed	Still to be assessed
E	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	Challenging	Challenging	Still to be assessed	Still to be assessed
J	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	At Capacity	Challenging	Challenging	Still to be assessed	Still to be assessed
V	Challenging	Challenging	Comfortable	Challenging	Challenging	At Capacity	Challenging	Challenging	At Capacity	At Capacity	At Capacity	At Capacity
C3	At Capacity	At Capacity	Challenging	Challenging	Challenging	Challenging	Challenging	Challenging	Comfortable	Still to be assessed	Still to be assessed	Still to be assessed
SCD	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed	Still to be assessed

## Absorbability Status

### General Trends:





The impact of retrials is sudden with limited time for handover/backfill, challenging to maintain continuity of operational delivery and meet other demands.

Those Divisions with COS implementations planned are trending At Capacity during the business change readiness/ implementation period. This reflects ongoing resource constraints and the forecast impact of the Pension Remedy, demand for business change/project go-live activity and significant training demand, including ACRA and BAU training.

### Emerging Areas of Interest:

- C3 is reporting At Capacity Jul-Aug due to operational demand and leave over the summer season and training; reassessment will be undertaken when NICCS implementation dates are confirmed.
- A Division reporting At Capacity during Jul-Aug. This is due to COS business change readiness/ go live alongside high operational demand (Summer Games), BAU training, ACRA training and the implementation of Taser Hubs.
- East Divisions (C/E/J/P) are reporting At Capacity from Jul-Dec, this is due to demand relating to Annual Leave, Edinburgh Festival, Golf Open, COS business change readiness/training, ACRA training and Winter City.
- D Division is at Challenging, moving to At Capacity during the DESC pilot, Sep-Nov.
- West Divisions (G/K/L/U/Q/V) are reporting At Capacity Apr-June 2023, when the COS implementation is planned.

### Key/ Definitions:

-  Comfortable – Changes, training, operational activity and risk are manageable
-  Challenging – Changes, training, operational activity and increased risk may result in the need for some prioritisation.
-  At Capacity – Changes, training and operational activity may create a level of risk that could result in prioritisation and/or some activity being paused. No further change should be planned in this period unless business critical.
-  Still to be assessed/assessment in progress.

### Absorbability Assessment criteria:

1. Volume of changes
2. Impact of changes (individual and cumulative) – based on Business Impact Assessments
3. Interval of changes – time between changes in any one division
4. Training Abstraction rates – Change projects and operational training abstraction
5. Audience/recipients of changes – assess repeat occurrences
6. Operational demands – DCL will be sighted on local events and demands

Programme	Project	PPA	IBC	BJC	FBC	SPA Resources	SPA Board
Transforming Corporate Support Services	Analysis & Demand Transformation (ADT)		02/03/2021		05/04/2022	13/06/2022	23/06/2022
Transforming Corporate Support Services	TCSS: FW MOR / Service and Process Improvements	09/09/2021	04/10/2022		tbc		
ICT Infrastructure Programme	Microsoft Office 365	29/08/2019	06/07/2021		04/10/2022	tbc	tbc
Legislation	Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW)	17/06/2020		04/10/2022			
Legislation	Domestic Abuse (Protection) (Scotland), (DAPS)	11/02/2021	04/10/2022		tbc	tbc	tbc
Others	Resource Deployment Units (RDU)	13/08/2020	04/10/2022		tbc	tbc	tbc
Others	Virtual First Training	10/06/2021	01/12/2021		tbc	tbc	tbc
Others	Procure 2 Pay (P2P)	01/10/2018		08/11/2018			
Portfolio Management	Portfolio Management Toolkit			06/07/2021			
Digitally Enabled Policing - Mobile	Body-Worn Video (BWV) National	11/11/2021	tbc		tbc	tbc	tbc
Digitally Enabled Policing - Mobile	Body-Worn Video (BWV) Armed Policing				07/06/2021	17/06/2021	30/06/2021
Digitally Enabled Policing - Mobile	Mobile Working Phase 1	22/07/2017	25/01/2018		05/07/2018		30/08/2018
Digitally Enabled Policing - COS	COS Phase 1 - Productions						04/10/2022

Programme	Project	PPA	IBC	BJC	FBC	SPA Resources	SPA Board
Policing in a Digital World Programme	Training and Capability	09/09/2021	tbc		tbc		
Policing in a Digital World Programme	Critical Issue Resolution	14/10/2021	tbc		tbc		
Policing in a Digital World Programme	Cyber Technologies	21/04/2022	04/10/2022				
Policing in a Digital World Programme	Cybercrime Harm Prevention	tbc	tbc		tbc		
Policing in a Digital World Programme	Consolidation & Restructure	04/10/2022	tbc		tbc		
Policing in a Digital World Programme	Hubstream			tbc			
Local Policing	Service Delivery Review (SOBC)			22/06/2022			
Legislation	United Nations Convention on Rights of a Child (UNCRC)	12/08/2021	tbc		tbc		
tbc	Non-Domestic Energy Efficiency Framework	11/11/2021					
tbc	Negotiation App	20/01/2022		tbc			
tbc	National Dashcam Portal Pilot	11/11/2021		tbc			
Technical Surveillance	Specialist Training	14/10/2022					
Legislation	Hate Crime and Public Order (Scotland) Act 2021	17/03/2022	tbc		tbc		

Programme	Project	PPA	IBC	BJC	FBC	SPA Resources	SPA Board
Estates Transformation	Estates Transformation Reform Funding 2022/23				01/05/2022	10/05/2022	26/05/2022
Estates Transformation - West	Project Quest (Q Division remodelling across North & South Lanarkshire)		Q2 2022/23		tbc		
Estates Transformation - West	Oban		01/05/2022		Q3 2023/24	Q3 2023/24	N/A
Estates Transformation - West	Greenock, Paisley & CJSJ Hub		Q4 2022/23		tbc		
Estates Transformation - East	Project Eagle (SOBC)		Q2 2022/23		tbc		
Estates Transformation - North	D Division: Perth Estate Transformation		Q4 2022/23		tbc		
Estates Transformation - North	N Division: Project Alpha (Alness, Tain, Dingwall)		Q2 2022/23		tbc		
Estates Transformation - North	D Division: Forfar Relocation		Q3 2022/23		tbc		
Estates	Photovoltaic	15/07/2021	tbc		tbc		
Forensic Services - Approvals via SPA and not Change Board - FOR INFO ONLY							
Forensic Services	Forensic Service - New Operating Model		15/09/2020		19/04/2021		Awaiting info
Forensic Services	Forensic Service – Project Weaver		Awaiting info		Awaiting info		
Forensic Services	Forensic Service - Access to Laboratory Functions		19/04/2021		Awaiting info		tbc
Forensic Services	Forensic Service - Deployment of Scene Examination		19/04/2021		Awaiting info		tbc
Forensic Services	Forensic Service - Data Migration and Governance		16/08/2022		tbc		tbc



# Digital, Change & Transformation

## National Change Event – Review



SCOTTISH POLICE  
AUTHORITY

# National Change Event – 19<sup>th</sup> July 2022



“..The presence of the full Command team, talking openly and frankly, and highlighting the work ongoing was actually quite **inspiring**. The inputs from all the **projects were great**, really **positive** to see some of the changes that we are trying to achieve..”

Inspector | A Division

“..I **thoroughly enjoyed the event** and found the format of presentations and the ability to visit the stalls **very helpful**. I **learned** things I didn't know before but the most important aspect for me was **hearing from Senior Leadership**..”

Detective Inspector | D Division

“..The **Command Team** as a whole came across very well, **genuinely** appeared to be **invested** in not only **Police Scotland** but also officers and staff..”

Line Manager | ICT Division



“..The **topics covered were well selected** and I feel gave really **good updates on key work-streams** which are currently underway..”

Chief Inspector | G Division

It is always better to get a **personal input** and have the **opportunity to ask questions** rather than trying to find time to read the Intranet. I hope these events continue in the future..”

Chief Inspector - C3 | C Division

# National Change Event – 19<sup>th</sup> July 2022

“..Without a doubt a worthwhile event. It is always tempting to put your core role ahead of Events like this, which can seem like a distraction, especially when work from the day job doesn't stop rolling in whilst you're away.

**Understanding**, being “bought into” and **championing Change** within the Organisation transcends individual roles and functions. It is therefore **essential** that as many people as possible **understand** the **overall plan** and are **pushing in the same direction..”**

Community Inspector | J Division

“..I think this **concept should be rolled out further** and multiple times to include **front line supervisors** who are **crucial in bringing along on our journey.**

Community Inspector | V Division



“..Without **Inspector and Sergeant buy-in** we will lose the frontline Officers as they are fed negativity and disenchantment which moulds their perception and implementing our shared vision is greatly hindered. More of these events please!...”

Detective Inspector - SCD Public Protection | Scottish Crime Campus

# National Change Event – 19<sup>th</sup> July 2022

“..Just wanted to say how much I **enjoyed** today. It was a fantastic day from start to finish. **Really well organised and informative.**

I know I speak for my whole table when I say we really **learned from the day** and took lots from it..”

Detective Inspector | E Division



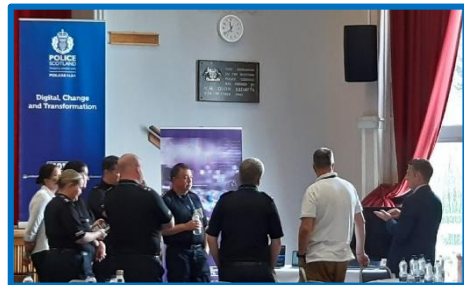
“.. The **inputs** by the speakers were in my opinion **perfect**, they were kept short and to the point **providing all the relevant information** without just talking for the sake of filling time. Definitely **improved my understanding** of the Programmes by having the **opportunity to speak** to the Officers at the various stalls..”

T/Chief Inspector | Contact, Command & Control Division



“..I felt the event was **well structured** and **focused** around **attendee participation** with the stalls, instead of a day of being spoken to by senior officers with an element of forced participation..”

Support Staff – Line Manager |  
Criminal Justice Services  
Division



“..I felt the **event was very informative** from all the presentations from the Chief Constable / Senior Officers and provided us with an **insight** in relation to the **transformation** and the **vision** for the future of policing in Scotland. The stalls were particularly **beneficial** and having that time to chat through the different projects made a huge difference to my **understanding** and general **awareness**..”

Line Manager | Corporate Communications Division



National  
Change  
Event