

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>19 August 2020</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Police Scotland Transformational Change</b>
<b>Presented By</b>	<b>David Page, Deputy Chief Officer</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes</b>  <b>Appendix A - Portfolio Design</b>  <b>Appendix B - Portfolio Roadmap</b>

**PURPOSE**

The purpose of this report is to provide members of the Scottish Police Authority Board with an update in relation to the Oversight of Change within Police Scotland

Members are invited to discuss the content of this report.

## 1. BACKGROUND

- 1.1 In support of the SPA agreed Oversight of Change in Policing Activity - Police Scotland will provide the SPA Board with an update in August and February each year around Change and Transformation activities across the organisation. This will focus on key deliverables and the impact of these on our Officers, Staff, Partners and the Public.
- 1.2 As this is the first report we have provided a high level summary of what we have done to date and a view of the next 6 months. The forward view will allow us to focus on these areas specifically in the February report.
- 1.3 Our original intent was for the Police Scotland Change Portfolio to be established to support the delivery of the 'Serving a Changing Scotland' Strategy. This included establishing the core capability and capacity required to deliver change successfully ensuring that:
  - Change was delivered to quality, pace and value for money
  - Benefits were clearly defined and measurable
  - Deliverables were clearly aligned to the Strategy and future Target Operating Model for Policing
  - Portfolio was adaptable to changes within the operational environment
- 1.4 To support this intent we have to date established a core Change Function within Police Scotland which has resulted in:
  - Enhanced Portfolio Management Office capability
  - Established Business Change & Analysis capability
  - Established Portfolio Assurance capability
  - 18 external audits undertaken (Scottish Government & Scott Moncrieff)
  - Delivered cashable savings to date of £2.5m
  - Created 573 FTE of Officer Productivity
  - Created 5 FTE of Staff Productivity
  - Proven ability to adapt and accelerate projects to support COVID19
- 1.5 Attached at **Appendix A** is a summary of the current portfolio
- 1.6 Attached at **Appendix B** is a Portfolio Roadmap Summary

## 2. Summary of Key Decisions in last 6 months

The last 6 months have been unprecedented for us with the recent global pandemic.

In the immediate response to COVID-19 a review of the Change Portfolio was completed to ensure impact on critical projects was minimised and all resource was made available where it could be to support with the various response activities.

To support this work we reviewed the portfolio through the following lenses:

- Operational improvement
- Legislative
- Limited requirement for Police Officer resource
- Near completion

The portfolio was then split into Green, Amber and Red categories:

**GREEN:** Projects to maintain their agreed plans in full. There was no minimising of resource on these projects (unless absolutely critical) and where appropriate resources were increased to support any accelerated work required.

**AMBER:** Projects were to proceed to plan and maintain progress where possible.

**RED:** Projects were paused with no activity due to the level of impact on ability to progress during the review period.

This was then reviewed every 6 weeks taking into account any additional impacts of COVID-19, primarily in relation to access to Police Officer Resource, Functional Capacity and External Supplier & Partners resources. This review allowed the Change Function and enabling functions to collectively focus on the agreed priorities during this time.

## 3. Progress Report – Key Implementations

As part of the annual budgeting cycle a full review was undertaken across the portfolio to inform the Capital Investment Group (CIG) in December 2019.

The portfolio was reviewed looking at the following criteria:

- Committed Projects
- Regulatory Projects
- Critical Projects

- Difficult to stop projects

This then formed the basis of the 20/21 Portfolio, Many of the projects were already in flight and as such there was limited opportunity for new project due to the limited funding available.

### 3.1 Impact of COVID-19

Whilst maintaining the overall plan during COVID-19 we also accelerated the implementation on the following projects:

- Contact Assessment Model – implemented CAM “light” to ensure all Divisions were live.
  - Mobile working for Forensic Services – all devices rolled out earlier than planned.

In addition and in direct response to COVID-19 we:

- Deployed over 4,200 devices to support mobile/remote working.
- Deployed 18 Virtual Custody VC solutions.
- Deployed Microsoft Teams to over 4,500 critical users
- Developed Crime and Case Solutions in line with legislation and new policing powers (several cycles of change as legislation and restrictions/measures changed)
- Implemented video conferencing for C3 and Key Recruitment
- Mobile Working - Introduced ticketing for non-compliance of COVID-19

### 3.2 Review of Portfolio

As the bulk of the portfolio is transformational in focus and foundational in nature - the medium to long-term benefits currently identified remain critical to the organisations transformation.

Much of the identified COVID-19 medium to long-term demand is already on our roadmap or radar.

The impact of COVID-19 will likely change the design detail within these items rather than the need for a re-prioritisation of them.

COVID-19 has created the need for changes in how people work, play and interact. It has caused a shift in expectations around Service Delivery, Engagement and Public Service Consumption.

As such we have had to adapt what we do and how we do it across the organisation, both to continue to serve members of the public but also to keep our own organisation operating and people safe.

The difference in implementation of change within COVID-19 response work-streams was the momentum behind its implementation, willingness of those to take part and/or accept it.

It is important that we manage COVID-19 impacts as a driving component alongside others. Frameworks and Forums have been developed to capture and process continued impacts and requirements due to COVID-19.

A full review is being undertaken to ensure we have full understanding of all key impacts across cost, benefits and timelines and where appropriate change requests will be raised to ensure transparency of any impacts on delivery plans.

#### **4. Impact of Change and Benefits Realisation**

4.1 We have created a suite of reporting metrics for the Transformation Portfolio benefits. These outline the following elements of benefit realisation:

- Cashable Benefits;
- Officer Full Time Equivalent, (FTE) Non-Cashable Efficiencies;
- Staff FTE Non- Cashable Efficiencies.

Each of these elements has:

- A planned value, taken directly from the original estimates within the approved Business Cases;
- A Forecast value, as projected by both Project Managers (PMs) and Finance.
- An Actual value which demonstrates actual benefits realised to date.

4.2 The benefits delivered are aligned to the Target Operating Model and implementations to date support the following Strategic Objectives;

- Public Safety & Wellbeing
- Positive Working Environment
- Sustainable & Adaptable Service

### 4.3 Benefits Summary:

Please find below a summary of the benefits achieved to date:

Change Portfolio Benefits					
Project	17/18	18/19	19/20	Total Actuals to date	Total Forecast to date
<b>Cashable</b>					
ANPR	£0	£59,000	£298,065	£357,065	£298,065
Commercial Excellence	£36,345	£417,285	£0	£453,630	£1,405,865
Interim Payroll	£0	£354,667	£1,032,789	£1,387,456	£1,387,456
National Network	£0	£0	£322,970	£322,970	£473,086
Wi-Fi	£0	£0	£900	£900	£1,080
<b>Total</b>	<b>£36,345</b>	<b>£830,952</b>	<b>£1,654,724</b>	<b>£2,522,021</b>	<b>£3,565,552</b>
<b>Officer FTE Efficiencies</b>					
BAU	107	20	0	127	0
CAM	0	0	0	0	270
COS Missing Persons	0	5	10	15	20
COS Productions	0	2	0	2	0
COS RTC	0	0	1	1	2
Custody Remodelling	0	137	136	273	63
Forensic Analysts	0	11	0	11	0
Mobile Working	0	0	144	144	78
<b>Total</b>	<b>107</b>	<b>175</b>	<b>291</b>	<b>573</b>	<b>433</b>
<b>Staff FTE's Efficiencies</b>					
COS Missing Persons	0	0	4	4	2
COS RTC	0	0	1	1	4
<b>Total</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>5</b>	<b>6</b>

**Cashable:**

With the exception of the Commercial Excellence benefits still planned for 19/20 (currently being validated) these benefits are in line with expectations to date.

**Officer FTE Efficiencies:**

With the exception of the Contract Assessment Model (CAM) benefits (currently being validated) these benefits are in line with expectations to date.

Note: HMICS have signed off the 2017/18 & 2018/19 values.

**Staff FTE Efficiencies:**

Benefits to date are in line with expectations.

### 4.4 Benefits to our Officers, Staff, Partners and the Public

It should also be noted that the above metrics allow us to measure & report our benefits - it is also key that we are satisfied that our projects are making a difference to Officers, Staff, Partners and the Public.

Below is a sample in summary form of some key implementations to date:

#### 4.4.1 Mobile Working

**Purpose**

The Mobile Working project has been a key deliverable for the organisation in the last couple of years with the first phase involving a national rollout of 10,000 plus mobile devices to frontline officers to materially improve productivity and effectiveness whilst helping to modernise Police Scotland's operating model.

The Creation and Implementation of a mobile platform (hardware & software) combined with core functionality to a defined user base was the main scope of Phase 1 of this programme.

**What's been delivered?**

Rollout commenced in June 2019 starting with the divisions in the East and North followed by the remainder of the divisions over a 12 month period.

**Impact**

The impact to officers on a daily basis has been significant.

Tasks that would typically rely on contact with the control room or returning to the station to complete updates on various systems is now done "live" in situ e.g. conducting PNC vehicle checks through to taking witness statements electronically.

**An example of the benefits of the new technology in this case relating to a Missing Vulnerable Person**

*A known vulnerable person went missing from Aberdeen, their mobile phone was located in the Glasgow area. Aberdeen were able to send a photograph to officers at Stewart Street, who issued it to devices of officers who were on patrol in Glasgow City Centre. The officers went to a series of budget hotels in the area identified as being in the area the missing person was believed to be in, showed the image to hotel staff & someone recognised the individual.*

*The individual had checked in under a false name so if the officers had asked for them by name - Identification would not have been made.*

*The logistical difficulties of getting the photograph from Aberdeen to Glasgow and issued to officers in hard copy had been completely negated.*

*Officers got to the room and all the evidence would suggest they were going to take their own life. The individual is now receiving the support they need.*

**Feedback from Officers:**

I am emailing this from Court and that has never been possible until now  
**Officer  
D Division**

After 29 years' service this is the best piece of kit I have received  
**Officer  
D Division**

Generally I am loving it so far, great for updating incidents when we are rural saves miles and miles back to an office  
**Officer  
A Division**

Absolutely fantastic, great piece of kit. Really enjoying using it  
**Officer  
A Division**

#### 4.4.2 Criminal Justice Services Division (CJSD) - Custody Remodelling

##### **Purpose**

The purpose of the Criminal Justice and Custody Remodelling project is to deliver a truly integrated, future proofed operating model which enables all three branches (**Custody, Productions & Middle Office**) of CJSD was to more closely together, minimise the need for backfill and through innovation and partnership working deliver more positive outcomes for the persons in our care.

##### **What's been delivered?**

In 2019 introduction of a National Custody Operating Model was formally approved which delivered an evidence based approach for determining what estate and capacity is reasonably required at any given time; and the creation of a set of Standard Resourcing Principles that provide a consistent yet flexible approach to resourcing custody centres across the entire country.

The introduction of the new operating model also aligned with the deployment of Omni-competent CJ PCSO, a new role which enables staff to work across and support the different branches of the division; as well as the piloting of a custody shift pattern in key locations across the country.

##### **Impact**

Prior to the delivery of these reforms, over 260,000 hours of front line policing time were abstracted to perform custody duties.

In 2019/2020 this was reduced by 77%, which equates to over 202,000 hours of policing time or the 'full time equivalent' of over 125 Police Officers released for front line duties.

In addition, staff performing the new omni-competent CJ PCSO role delivered over 20,000 hours of work supporting colleagues in Productions and Middle Office as well as performing key tasks which would have previously been undertaken by frontline police officers (including capture of criminal justice samples, prisoner observations and facilitating the reporting of Foreign National Offenders brought into custody).



**Feedback from Officer:**

“Being custody trained I was regularly removed from patrol duties to provide custody cover. I have noticed that since the increase in CJSJ custody resource I have not been required to provide backfill for Glasgow custody suites. This has allowed me to focus on my core duties and provide a public facing service. With the addition of receiving a mobile data device I now find that there is a decrease in the number of times in which I am required to return to the office to update systems. This has definitely enhanced my visibility within the community I work in”

**Police Constable**  
**Greater Glasgow Division**

4.4.3 ADEL

**Purpose**

Provide a single, simplified and standardised fit for purpose ICT foundation for Police Scotland, Forensic Services & SPA.

**What’s been delivered?**

The project commenced in August 2017 and over 30 months c23,000 staff and officers User Accounts, Personal Mailboxes and Files were migrated on to the new platform.

**Impact**

Many of the positive impacts are technical in nature and allow for improved service delivery which in the main is unseen by its users but will allow IT to support the organisations needs and requirements by providing a foundation for adopting modern national solutions.

Some of the enhancements that ADEL has brought includes the fact that all officers and staff can now log on at any Police Scotland or SPA location.

This has improved efficiency for all the individuals who travel on business as previously prior to this officers and staff were not able to sign on outside of their home division. Additionally ADEL has facilitated the introduction of Skype for Business Instant Messaging & Presence which allows users to communicate over the internet in real time and use visual communications as required.

Another enhancement to the National Divisions within Police Scotland is the ability to now operate as national entities from an information sharing perspective.

The benefits delivered as part of this project enhanced the organisations ability to operate within COVID-19 conditions.

## Feedback from Officers:

*My teams have only recently been done, however I know Dive and Marine officers from Greenock have travelled to Aberdeen to deliver training to our Aberdeen divers and have really welcomed the use of the local PS terminals.*

*I am of the view that there is a wider symbolic organisational and cultural message in terms of it the implementation as for many years officers have been frustrated about the failure of Police Scotland to have the necessary IT solution in place to allow them to use systems out with their own area. This potentially added to the false perception that despite 6 years in we were still operating as separate legacy Forces. ADEL, albeit a small thing on the face of it has a strong practical, cultural and symbolic effect."*

**Chief Inspector, Specialist Services**

## 5. Finance & Resourcing position

Police Scotland currently have 3 funding sources that underpin Transformation Activities.

Capital, Revenue & Reform.

Resourcing of Change and transformation also relies on these funding sources either through change specific resource, backfill of key business resource involved in change – or engagement with temporary resource to support design and delivery of change.

The pressures on these 3 funding sources varies depending on the nature of the change project, programme or activity – But there is growing pressure on revenue due to ongoing running costs associated with many of the modernisation & capability creation activities that form part of our overall transformation.

This can be demonstrated in most areas but it is particularly prevalent within the Technology and Digital space.

Many of the Technology or Digitally focused programmes can be found to have perpetual costs for licensing and services that can be 3x the initial capital cost.

This change in funding pressures will need to be considered in future thinking to support ongoing transformation activities.

Summary finance KPI's for Change will be provided at the next oversight of Change Update following further planning and modelling due to COVID-19 and continued Programme development.

## 6. Communications and Engagement

Communication & Engagement across the Change & Transformation arena continues to be a focus – This has been demonstrated during

the COVID-19 Response and day to day project and programme delivery.

- During Initial Response to COVID-19 – Change was part of appropriate working groups to provide updates and guidance on the overall impact and prioritisation of the various projects/programmes within the portfolio. Updates were issued regularly across Project/Programme teams and SRO's to ensure colleagues were kept up to date.
- Implementation of change within a 24/7 organisation always requires careful planning and engagement – This is amplified within Police Scotland given the critical nature of the services we provide in keeping people safe across Scotland. Changes to live systems, processes and active capability is always carried out and supported with a designed and agreed Communications & Engagement Plan to reduce likelihood of any unplanned impacts to systems and service delivery.
- Roll out of Mobile Working Capability has required substantial Training & Engagement supported by various teams across Police Scotland to ensure maximum benefit is realised and colleagues feel confident in use of the technology and systems.
- Migration of the entire force onto New Systems and Networks via ADEL & National Network Programmes required substantial Communications and Engagement given the nature of the work – this was delivered via multiple media types and also through face to face training sessions with key user groups.

All Projects & Programmes feature a Communication & Engagement consideration that ensures we maximise the positive impact of the change while minimising possible disruption.

## **7. Forward Look – Developing the Portfolio**

The coming 18 months for Police Scotland will see continued delivery against the defined portfolio of projects and programmes.

This will be shaped and directed by Strategy, Design, Organisational Ambition and Operational needs as enabled and supported by available resource and funding.

In addition to this – Substantial known and unknown demand for Change will develop during this period from events such as the UN

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Climate Change Conference (COP26) and ongoing impacts of COVID-19 and other situational or operational demands.

This will have to be prioritised over existing portfolio items where additional funding or resource is not made available.

Overall Transformational Goals for Police Scotland can be summarised as:

- **National Operating Model** – Continued implementation of a truly National Organisation designed to serve and support the people & communities of Scotland.
- **Effective Capability & Service Delivery** – Core Capabilities and Services that we offer will be supported by intelligent and efficient service delivery that exceeds members of the public and partner expectation with a focus on efficiency and quality of service.
- **Innovative Enhanced Offerings** – We seek to disrupt our sector – Offer new and exciting capabilities and services to members of the public, our staff and partners that exceed expectation. With the reputation as a modern digitally enabled service – Our capability and Service Delivery will make us leaders in our sector and a constant positive challenger.
- **High Performance Culture** – A collaborative and delivery focused culture – That demonstrates the organisations values and behaviours day to day. With High performance, Trusted Partners and Quality of output being the DNA of our operating model.

Specific current portfolio deliverables in this time period include the completion and/ or implementation of:

- COS Phase 1 – Insight
- Telematics
- Microsoft Teams Roll out to 14,000 users
- Borders Policing
- Kiosks
- Automatic Number Plate Recognition (ANPR)

In addition, in line with the strategies we will be progressing business cases in areas such as:

- Data
- Unified Communications and Contact Platform
- Mobile Working – Phase 2
- North East Division Integration Project

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- Transforming Corporate Services.

There is also considerable programmes of work currently being considered/developed in areas such as:

- Design & Implementation of National Body worn Video Solution
- Progression of Digital Evidence Sharing Capability

As we move into the next phase of our Change Portfolio Design - A more programme focused roadmap is in development that demonstrates the strong linkages to Design and Strategy that underpins our Change Programme – Which will be presented at the next oversight of change update.

In the meantime – **Appendix B – Portfolio Roadmap** demonstrates a summary portfolio view for recent period.

As we move into the next phase of our Change & Transformation Journey the part that design plays in the life time management of the Target Operating Model comes into focus.

With this in mind – Re-establishment of the Police Scotland Design Authority is being actioned and an update will be provided in due course.

### **3. FINANCIAL IMPLICATIONS**

3.1 There are no cost implications related to this paper.

### **4. PERSONNEL IMPLICATIONS**

4.1 Officers, Staff, Partners and the Public benefit from the service improvements delivered.

### **5. LEGAL IMPLICATIONS**

5.1 There are no legal implications associated with this paper.

### **6. REPUTATIONAL IMPLICATIONS**

6.1 There are no social implications associated with this paper.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with this paper.

**8. COMMUNITY IMPACT**

8.1 There are no community implications associated with this paper.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equality implications associated with this paper.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environment implications associated with this paper.

**RECOMMENDATIONS**

Members are invited to discuss the content of this report.

# Portfolio Design

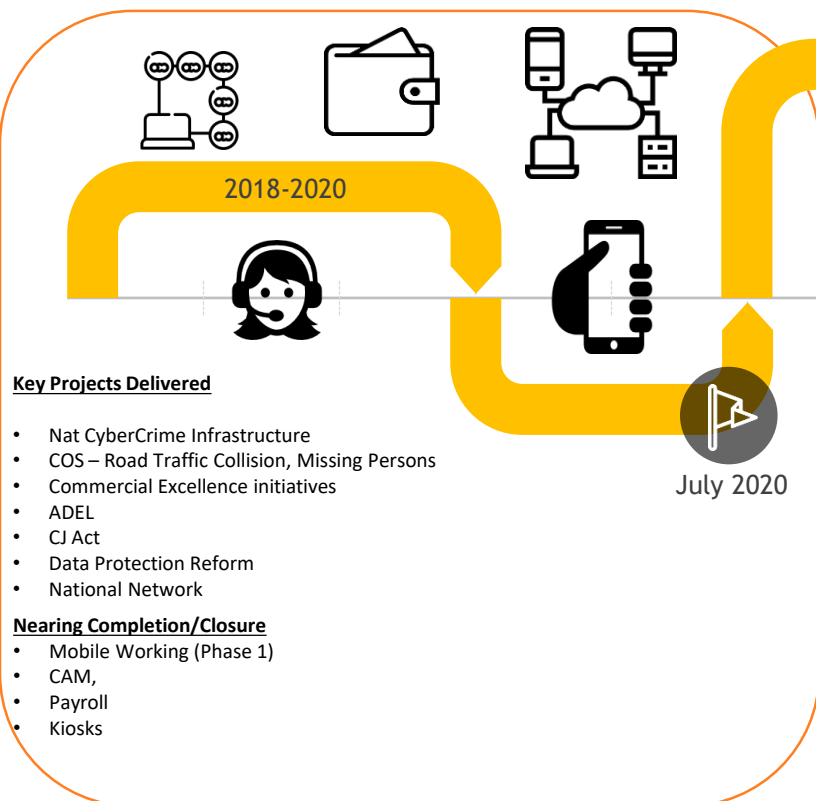
Change Board Chair  
DCC Taylor

DCO Page			DCC Kerr				DCC Graham			DCC Taylor		SPA
<p><b>Corporate Services</b></p> <p>SRO - Tom McMahon</p> <p>Programme Manager - tbc</p>	<p><b>ICT</b></p> <p>SRO - Andrew Hendry</p> <p>Programme Manager - TBC</p>	<p>Payroll (Interim) SRO - James Gray PM - Paul Crangle Accountant - Lorraine Glen</p> <p>Purchase to Pay (P2P) SRO - James Gray PM - Sammy Hutchison PO - Tracey MacDonald</p>	<p><b>Local Policing Programme (LPP)</b></p> <p>SRO - ACC Hawkins</p> <p>Programme Manager - Roddy Fraser</p>	<p><b>Criminal Justice Services Division (CJSD)</b></p> <p>SRO - ACC MacDonald</p> <p>Programme Manager - Kevin Doran</p>	<p><b>Digitally Enabled Policing Programme (DEPP)</b></p> <p>SRO - ACC MacDonald/ Andrew Hendry</p> <p>Programme Manager - Colin Maciver</p>	<p>Telematics</p> <p>SRO - ACC MacDonald</p> <p>PM - John Fearn PO - Rhys Cosser BA - TBC Accountant - Gemma Douglas</p>	<p><b>Cybercrime Capability Programme (CCP)</b></p> <p>SRO - ACC McLaren</p> <p>Prog Manager - Leila Ritchie</p>	<p><b>Technical Surveillance Programme (TSP)</b></p> <p>SRO - ACC McLaren</p> <p>Prog Manager - Leila Ritchie</p>	<p>Age of Criminal Responsibility (Scotland) Act 2019 (ACRA) SRO - ACC Heaton PM - Richard Percy PO - Tracey McDonald BA - Nicki Flynn Accountant - Gemma Douglas</p>	<p><b>People and Development (P&amp;D)</b></p> <p>SRO - Jude Helliker</p> <p>Programme Manager - TBC</p>	<p><b>Data Drives Digital (DDD)</b></p> <p>SRO - ACC Speirs</p> <p>Programme Manager - Paul Crangle</p>	<p><b>Forensics</b></p> <p>SRO - Tom Nelson</p> <p>Programme Manager - Liz Nimmo</p>
<p><b>EDRMS</b></p> <p>PM - tbc</p>	<p><b>National Network</b> PM - Clark Wainwright</p>		<p><b>Contact Assessment Model (CAM)</b> PM - Michael Notaro BA - Victoria Desai PO - David Humes</p>	<p><b>Custody Remodelling</b> PM - Craig Whiteley</p>	<p><b>Mobile Working (Phase 1)</b> PM - John Fearn</p>		<p><b>Border Policing Command (BPC) Data Storage Requirement</b> PM - Vince Creaney</p>	<p><b>Technical Surveillance Infrastructure</b> PM - TBC</p>	<p><b>Children (Equal Protection from Assault) (Scotland) Act 2019 (EP)</b> SRO - ACC Heaton PM - Richard Percy PO - Tracey McDonald BA - Nicki Flynn Accountant - Gemma Douglas</p>	<p><b>Staff Pay and Reward Modernisation (SPRM)</b> PM - Dug Neilson PO - David Humes Accountant - Gemma Woods</p>	<p><b>Data Governance &amp; Management</b> PM - Khazer Hashmi</p>	<p><b>New Business Operating Model</b> PM = Paul McLindon</p>
<p><b>E-Recruitment</b></p> <p>PM - tbc</p>	<p><b>NICCS</b> PM - Stephen Gunn</p>		<p><b>North East Division Integration Project (NEDIP)</b> PM - Keith Henderson PO - Christine Dolan BA - Waleed Ahmed Accountant - Gemma Douglas</p>	<p><b>Productions Remodelling</b> PM - Debbie Baird</p>	<p><b>Core Operational Solutions (COS)</b> PM - Jackie Derrick</p> <p>COS Enterprise, Dashboard, Insight, Data Transformation</p>		<p><b>Cyber Kiosks</b> PM - Vince Creaney</p>		<p><b>Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW)</b> SRO - ACC Heaton PM - Richard Percy PO - Tracey McDonald BA - Nicki Flynn</p>	<p><b>Strategic Workforce Planning</b> PM - David MacDonald PO - Kirsty Gardner Accountant - Gemma Douglas</p>	<p><b>GDPR (Structured &amp; Unstructured Data)</b> PM - TBC</p>	<p><b>Core Operating System (EMS)</b> PM - Paul McLindon</p>
<p><b>Process Improvement and Automation</b></p> <p>PM - tbc</p>	<p><b>Cyber Resilience</b> PM - Stephen Gallagher</p>			<p><b>CJSD Middle Office Restructuring Project</b> PM - Dug Neilson</p>	<p><b>Core Operational Solutions (COS)</b> PM - Bernadette Doyle</p> <p>Phase 2 (Case, Direct Measures &amp; E-Citations)</p>		<p><b>Case Management System (CMS)</b> PM - Lisa Moore</p>		<p><b>ESMCP</b> SRO - ACC Williams PM - George Lambie PO - David Humes BA - Ioannis Katsifis Accountant - Gemma Woods</p>	<p><b>Leadership</b> PM - TBC PO - Kirsty Gardner Accountant - Gemma Woods</p>	<p><b>Force Wide Analytics Platform (FWA)</b> PM - TBC</p>	
	<p><b>Office 365</b> PM - Jim Roxburgh</p>			<p><b>Digital Evidence Sharing Capability (DESC)</b> PM - Alasdair McIntyre</p>	<p><b>Core Operational Solutions (COS)</b> PM - Peter Shaw</p> <p>Phase 1 (Productions) Phase 2 (Crime &amp; Warrants)</p>				<p><b>Offender Management Unit (OMU)</b> SRO - ACC Heaton PM - Lee Avery PO - David Humes Accountant - Gemma Douglas</p>			
	<p><b>UCCP</b> PM - Clark Wainwright</p>								<p><b>ANPR</b> SRO - ACC McLaren PM - TBC DSU Doug Brown PO - David Humes Accountant - Gemma Woods</p>			
<p><b>Portfolio Officer</b> TBC</p>	<p><b>Portfolio Officer</b> tbc</p>		<p><b>Portfolio Officer</b> Christine Dolan/ David Humes</p>	<p><b>Portfolio Officer</b> Tracey Gibb</p>	<p><b>Portfolio Officer</b> Rhys Cosser</p>		<p><b>Portfolio Officer</b> Cameron Kelly</p>		<p><b>Portfolio Officer</b> PM - Lee Avery PO - David Humes Accountant - Gemma Douglas</p>	<p><b>Portfolio Officer</b> David Humes/ Kirsty Gardner</p>	<p><b>Portfolio Officer</b> Cameron Kelly/ Kirsty Gardner</p>	<p><b>Portfolio Officer (Forensics)</b> tbc</p>
<p><b>Portfolio Support Assistant</b> Amanda Irvine</p>				<p><b>Portfolio Support Assistant</b> Amanda Irvine</p>			<p><b>Portfolio Support Assistant</b> Maggie Herd</p>					
<p><b>Accountant</b> Gemma Douglas</p>			<p><b>Accountant</b> Gemma Douglas/ Gemma Woods</p>	<p><b>Accountant</b> Gemma Douglas</p>	<p><b>Accountant</b> Gemma Douglas</p>		<p><b>Accountant</b> Gemma Woods</p>			<p><b>Accountant</b> Gemma Douglas/ Gemma Woods</p>	<p><b>Accountant</b> Gemma Woods</p>	
<p><b>Business Analyst</b> TBC</p>			<p><b>Business Analysts</b> Waleed Ahmed/ Victoria Desai</p>	<p><b>Business Analysts</b> Victoria Desai/Lara Buchan/ Simon Coyle/Graham Martin</p>	<p><b>Business Analysts</b> Foday Sanneh/Amy Robertson/ Mark Fitzpatrick/Samantha Rice/ Diane Patterson/Claire Welsh/ David MacDiarmid</p>		<p><b>Business Analysts</b> Iain Wyllie</p>			<p><b>Business Analyst</b> N/A</p>	<p><b>Business Analyst</b> Sally Bolland</p>	<p><b>Business Analysts</b> Alan Swain/ Steven Kirk</p>

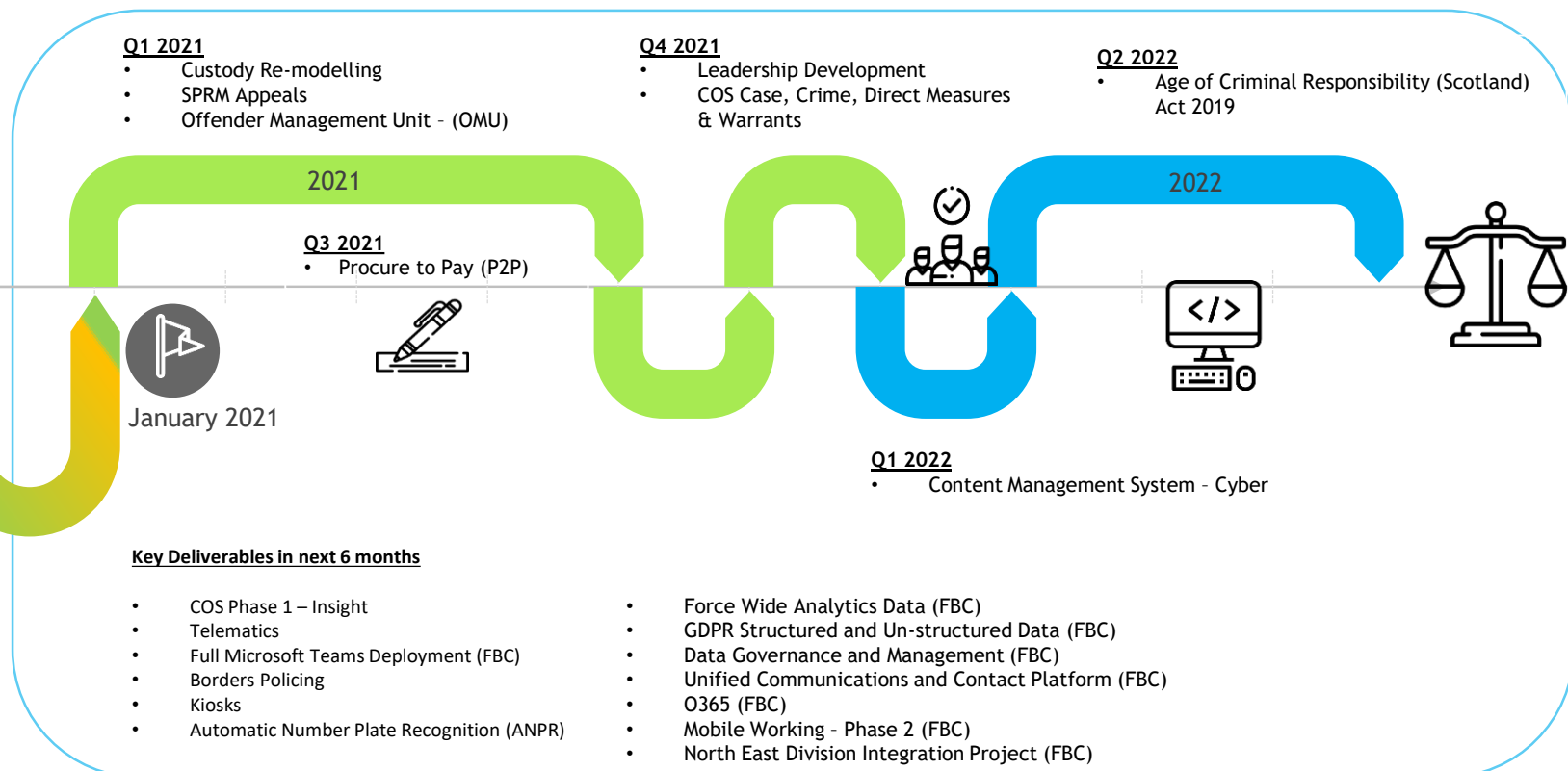
\* Initiation commences once PPA has been presented to DMB

DCC/DCO Area of Accountability
Transformation Programme
Project in Initiation \*(BJC)
Project in Initiation \*(IBC/ FBC)
Project in Delivery / Closure
Stand Alone Project Aligned to Area of Accountability
Allocated Portfolio Officer
Allocated Portfolio Support Assistant
Allocated Accountant
Allocated Business Analyst
Not included in Portfolio Overview Reporting

## What has been delivered?



## What is planned to be delivered?



## What is currently being considered/planned?

Title	Description
Digital Evidence Sharing Capability (DESC)	Key Digital Platform as part of wider Criminal Justice Transformation
Emergency Services Mobile Communications Project (ESMCP)	Active National UK Home Office Programme focused on delivery of a new Emergency Services Network.
Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019	Implementation of new capabilities in support of Vulnerable Witnesses.
Transforming Corporate Support Services (TCSS) <ul style="list-style-type: none"> <li>EDRMs</li> <li>E-RECRUITMENT</li> </ul>	Prioritised Components - Design & Implementation of Electronic Document Management and Online Recruitment capabilities to support more efficient and effective ways of working across the P&D Function.
Body Worn Video - Under Consideration	Implementation of Body Worn Video across Police Scotland is currently being considered in terms of Design. Delivery and Consultation.