



Meeting	Resources Committee
Date	13 August 2025
Location	Video Conferencing
Title of Paper	Q1 Transformation Report
Presented By	Breeda McCaffrey, Director of Transformation
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Transformation Report

PURPOSE

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

1 BACKGROUND

- 1.1 The Police Scotland Change Portfolio reports regularly to the SPA Resources Committee for governance purposes. This includes:

Programme Exception Reporting

A programme breakdown of status across Schedule, Risk, Benefit, Resource and Finance aspects

Portfolio risk update

RAG Definition

2 HEADING

- 2.1 The update covers:
- The overall Portfolio Summary
 - Key delivery activity
 - Portfolio Roadmap
 - Year Strategic View

3 FINANCIAL IMPLICATIONS

- 3.1. There are no financial implications in this report.

4 PERSONNEL IMPLICATIONS

- 4.1. There are no personnel implications in this report.

5 LEGAL IMPLICATIONS

- 5.1. There are no legal implications in this report.

6 REPUTATIONAL IMPLICATIONS

- 6.1. There are no reputational implications in this report.

7 SOCIAL IMPLICATIONS

- 7.1. There are no social implications in this report.

8 COMMUNITY IMPACT

- 8.1. There are no community implications in this report.

9 EQUALITIES IMPLICATIONS

- 9.1. There are no equality implications in this report.

10 ENVIRONMENT IMPLICATIONS

10.1. There are no environmental implications in this report.

RECOMMENDATIONS

Members are recommended to note the contents of this paper.



Transformation Status Report (end June 2025)

13th August 2025

Summary by Programme- AMBER

Report Date: 04-Jul-2025 Director of Transformation: Breeda McCaffrey



Programme	Schedule <i>(page 10)</i>	Risks <i>(page 11)</i>	Benefits <i>(page 12)</i>	Resources <i>(page 13)</i>	Financials <i>(page 14)</i>	Overall	Previous
Enabling Policing for the Future Programme							
Policing for our Communities Programme							
Forensic Services Change Programme							
Data Drives Digital Programme							
Digital Division							
Digitally Enabled Policing Programme							
Modernising Contact and Engagement Programme							
Policing in a Digital World Programme							
Cyber Security Strategy Programme							
Stand Alone Projects	Schedule	Risks	Benefits	Resources	Financials	Overall	Previous
Crime (Overseas Production Order) Act 2019 (COPO)							
Police (Ethics, Conduct and Scrutiny) (Scotland) Act 2005							
Digital Evidence Sharing Capability (DESC)							
National Law Enforcement Data Service (NLEDs)							
Sex Offenders Policing Unit (SOPU)							
Age of Criminal Responsibility (Scotland) Act 2019 (ACRA)							
Domestic Abuse (Protection) (Scotland) Act 2021 (DAPS)			OFFICIAL				

The Change Portfolio overall status remains AMBER

Enabling Policing for the Future Programme:

Remains RED overall. Interim Finance System: BJC approved by SPA Resources Committee. Drafting of EPR to close eFinancials in progress aiming for September. Estates CR coming forward to July PMG and is predicted to return the programme to GREEN.

Policing for our Communities Programme:

Programme transitioned from LPSDR to Poling for our Communities. Enhancing Community Policing project delivery start delayed until Sept due to delay in Business Case governance process and Change Freeze in July/Aug. Two additional PPAs to go to Front Door in August.

Forensic Services Programme:

Programme is AMBER, two projects schedule remain AMBER due to scheduling delays and RTG actions not yet complete. Programme forecasting to return to green during the next reporting period.

Data Drives Digital Programme:

Master Data Management & GDPR closure completion now targeting September Transformation Board. Force Wide Analytics Go Live for Nominal research planned August, Location Research September.

Digital Division Programme:

The Digital Division Programme has returned to Green this month, with Criminal History Scotland schedule reporting Amber. Office 365 returned to Green as CR fully approved.

Digitally Enabled Policing Programme:

COS Phase 3, Nat. Enquiry Module are on track for Go Live in September. Future COS Phase 3 modules paper has been presented to DCC and awaits decision. Lost and Found has been delayed, due to supplier capacity. BWV successfully delivered into Highlands and Islands.

Modernising Contact and Engagement Programme:

Unified Communication and Contact Platform (UCCP) remains Red, a CR is being finalised due to the standard of the supplier led Train the Trainer sessions impacting the delivery schedule. An issue report has been submitted to the Programme Board outlining the problem, and mitigating actions, and new schedule/ costs

Policing in a Digital World Programme:

Failure to secure funding/identify posts to bring business areas resource up to full contingent. DF Redesign requires fresh alignment with Cyber and Fraud unit strategic objectives, a new PPA is being created to assist with Change delivery. Project briefing paper for closure expected to be reported to August PMG. ISO17025 looking at scoping options and re-phasing to be completed for milestones once details confirmed for resources. CR will incorporate these and is expected early 2026.

Cyber Security Strategy Programme:

Cyber Threat Reduction (CTR) - presented revised options to Programme Board 3rd July 2025 to determine a way forward following the 2 unsuccessful procurement attempts. Cyber Identity & Access Management (CIAM) - IBC to be circulated out for feedback from stakeholders and is now targeting approval at TB 30th September 2025.

Stand Alone Projects: Crime (Overseas Production Orders) Act 2019 to bring FBC to July PMG. Sex Offenders Policing Unit aiming to bring forward EPR to September Transformation Board. DESC planned go live in G Div 22nd July.

Q1 Portfolio Planning Summary

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

It shows more detail of planned baseline activity against current forecasts.

Q1 2025/26 Planning Movement Summary

Since the last reporting period **2** projects have closed (Lease Accounting Software & Technical Surveillance Infrastructure) and **1** new project has been approved to initiate (Interim Finance System Replacement).

During the period **5** Change Requests were approved, **4** of these covered extensions to time & costs (GDPR, Master Data Management, Office 365 & NLEDs). GDPR, Office 365 & NLEDs are now within their agreed timelines, with Master Data Management requiring to bring a further CR due to project delays.

The Transformation Portfolio currently has **3*** Project CRs within its governance pathways that are pending final approval, as a result these have not been captured as part of this review. 2 of these were extension of time & costs (COS Phase 2 & Unified Communications and Contact Platform). If approved, these project will remain or return to being within schedule.

There are a further **4** CRs in the current pipeline to align Schedules for Force Wide Analytics, Estates Asset Management, ISO 17025 Enhancing Digital Forensics and Age of Criminal Responsibility Act (2019).

Based on the data reported a total of **13*** projects are currently operating or forecasting to be outwith agreed Schedule (baselines), the breakdown by Programme is shown below.

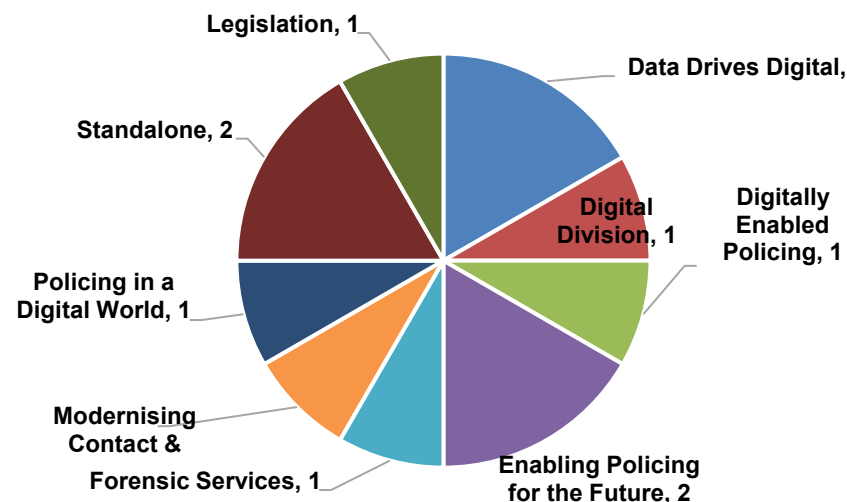
9 of the 13 projects are due to close in the 2025/26 Financial Year.

*For the purposes of this report Digitally Enabled Policing, COS Phase 2 Projects (6) are being classed as a single combined entity (1), this is due to these projects being related to one business case. Their project timelines have however been captured individually for insight.

The Transformation Portfolio currently has 37* individual projects, made up of 9 over arching Programmes.

7 Projects are Legislative or classed as Stand-Alone Projects and do not come under a Programme.

No. of Projects Outwith agreed Schedule, by Programme

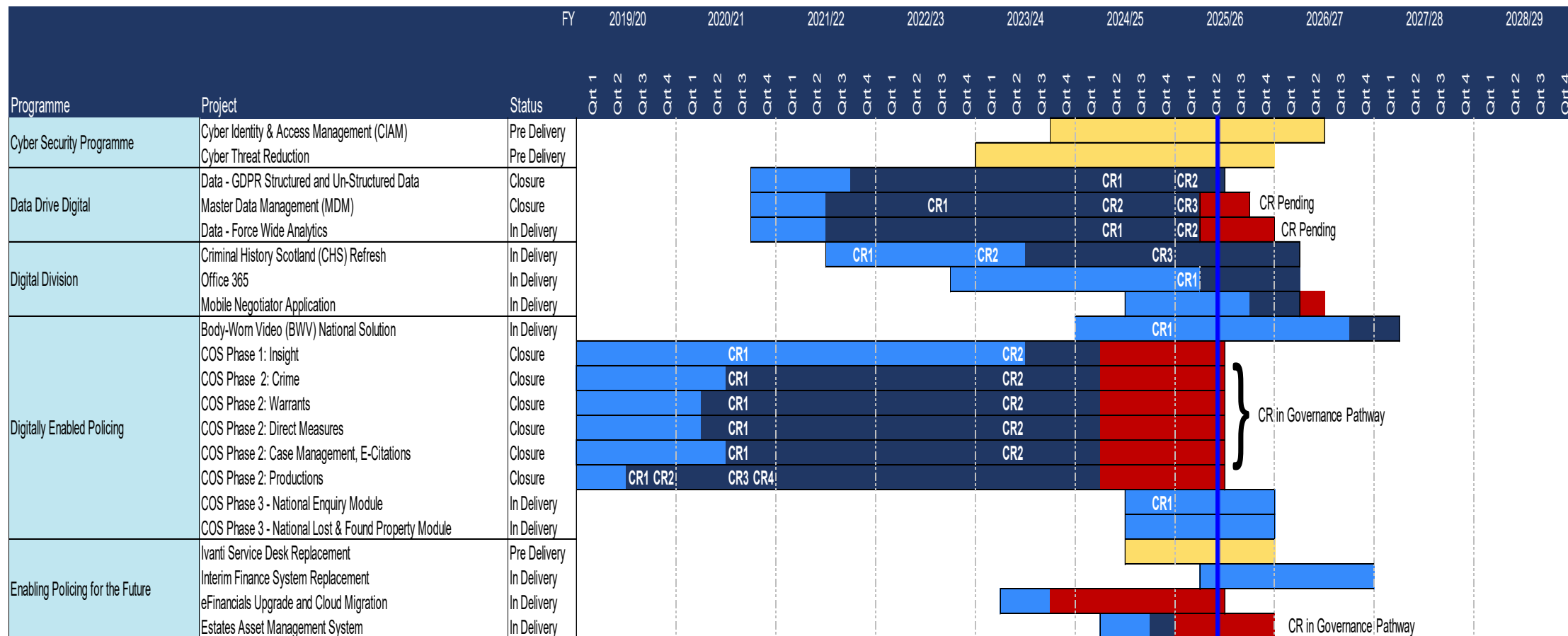


Change Portfolio - Baseline Planning

Report Date: 04-Jul-2025 Director of Transformation: Breeda McCaffrey

Pre Delivery	Project IBC/BJC/FBC Development
In Delivery	Solution Build & Go-Live Activities
Closure	EPR Preparation Activities
Closed	EPR Approval

	Project IBC/BJC/FBC Development
	Original Baseline
	Current Baseline
	Current Scheduled Forecast
CR	Approved Change Request



This report now outlines the Transformation Portfolios high-level timeline by;

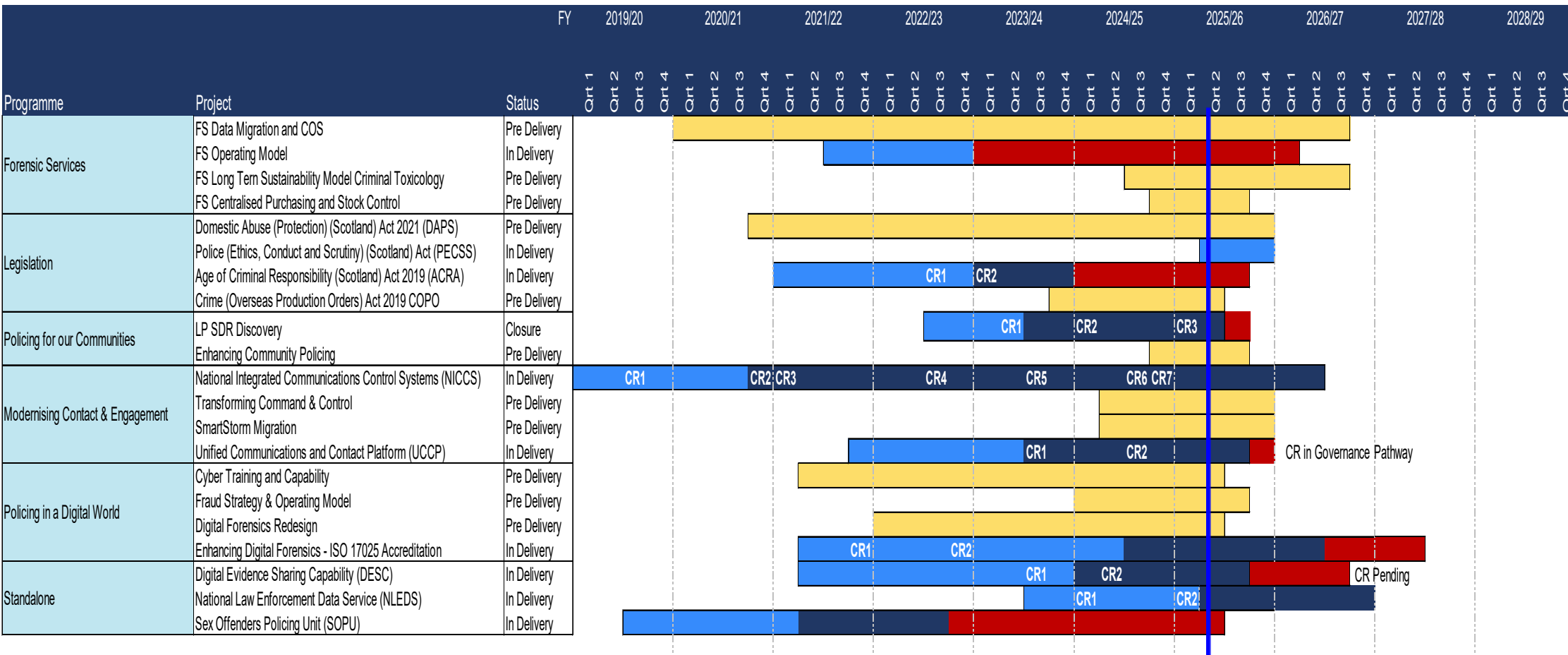
- Projects in pre-delivery and the timeline for Business Case development
- The date the original Business Case was approved and its baseline schedule to Closure
- Any agreed Schedule Change Requests (CRs) & the extension to timelines (current baseline)
- Any deviation between baselines and the current forecasted Closure as scheduled in the Project Management tool are marked in red and are outwith planning governance.

Change Portfolio - Baseline Planning

Report Date: 04-Jul-2025 Director of Transformation: Breeda McCaffrey



Pre Delivery	Project IBC/BJC/FBC Development		Project IBC/BJC/FBC Development
In Delivery	Solution Build & Go-Live Activities		Original Baseline
Closure	EPR Preparation Activities		Current Baseline
Closed	EPR Approval		Current Scheduled Forecast
		CR	Approved Change Request



This report now outlines the Change Portfolios high-level timeline by;

- Projects in pre-delivery and the timeline for Business Case development
- The date the original Business Case was approved and its baseline schedule to Closure
- Any agreed Schedule Change Requests (CRs) & the extension to timelines (current baseline)
- Any deviation between baselines and the current forecasted Closure as scheduled in the Project Management tool are marked in red and are outwith planning governance.

Change Portfolio – Roadmap, Three Year Strategic View

Report Date: 04-Jul-2025 Director of Transformation: Breeda McCaffrey

1 2025/26

Business Case Development

- Crime (Overseas Production Order) Act 2019 (COPO)
- Cyber Threat Reduction
- Cyber Training and Capability
- Digital Forensics Redesign
- Domestic Abuse (Protection) (Scotland) Act 2021 (DAPS)
- Enhancing Community Policing
- Fraud Strategy & Operating Model
- FS Centralised Purchasing and Stock Control
- FS Data Migration and COS
- FS Long Term Sustainability Model Criminal Toxicology
- Interim Finance System Replacement
- Ivanti Service Desk Replacement
- Police (Ethics, Conduct and Scrutiny) (Scotland) Bill (PECSS)
- SmartStorm Migration
- Transforming Command & Control (TC & C)

Go Live

- COS Phase 3 (Natl. Enquiry / Natl. Lost & Found)
- Criminal History Scotland (CHS) Refresh
- Data - Force Wide Analytics
- eFinancials Upgrade and Cloud Migration [ON HOLD]
- Enhancing Digital Forensics – ISO 17025 Accreditation
- Estates Asset Management System
- Master Data Management (MDM)
- Mobile Negotiator Application
- National Integrated Communications Control Systems (NICCS)
- National Law Enforcement Data Service (NLEDS)
- Police (Ethics, Conduct & Scrutiny) (Scotland) Bill (PECSS)
- Unified Communications and Contact Platform (UCCP)

Closure

- Age of Criminal Responsibility (Scotland) Act 2019 (ACRA)
- COS Data Migration (01/04/2025)
- COS Phase 1: Insight
- COS Phase 2 (CASE Mgmt., E-Cit. / Crime / Dir. Meas. / Prod. / Warrants)
- COS Phase 3 (Natl. Enquiry / Natl. Lost & Found)
- Data - Force Wide Analytics
- Data – GDPR Structured & Unstructured Data
- eFinancials Upgrade and Cloud Migration
- Lease Accounting Software (LAS) (03/06/2025)
- LP Service Delivery Review Discovery
- Master Data Management (MDM)
- Mobile Negotiator Application
- National Law Enforcement Data Service (NLEDS)
- Police Cyber Alarm (01/04/2025)
- Police (Ethics, Conduct & Scrutiny) (Scotland) Bill (PECSS)
- Sex Offenders Policing Unit (SOPU)
- Technical Surveillance Infrastructure (TSI) (03/06/2025)
- Unified Communications and Contact Platform (UCCP)

2 2026/27

Business Case Development

- Cyber Identity & Access Management (CIAM)
- FS Long Term Sustainability Model Criminal Toxicology
- Ivanti Service Desk Replacement

Go Live

- Interim Finance System Replacement

Closure

- Criminal History Scotland (CHS) Refresh
- Digital Evidence Sharing Capability (DESC)
- Estates Asset Management System
- FS Operating Model
- Interim Finance System Replacement
- National Integrated Communications Control Systems (NICCS)
- Office 365

3 2027/28

Business Case Development

- N/A

Go Live

- N/A

Closure

- Body-Worn Video (BWV) National Solution
- Enhancing Digital Forensics - ISO 17025 Accreditation

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*Dates are based on those provided in the Portfolio Management Tool (PPMA)

Programme Delivery Analysis

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

- Schedule
- Risks
- Benefits
- Resources
- Financials

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 Policing for our Communities Programme	●
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 Cyber Security Strategy Programme	●

RED

Enabling Policing for the Future Programme

Programme Schedule RAG is reflective as eFinancials and Estates Asset Management System are reporting Red (Schedule). It is anticipated the programme RAG Status will be amended by 09/25 where the Estates Asset Management Change Request (CR) will be approved at the Transformation Board; and eFinancials will be in a position submit draft their EPR.

Policing in a Digital World Programme

The Programme Schedule RAG is reflective of issues experienced with Digital Forensics Re-Design and Enhancing Digital Forensics ISO 17025.

The Digital Forensics Re-Design Project are preparing a Briefing Paper for closure expected to be reported to PMG August 2025. Following a meeting with the PMO Manager, it was agreed that Digital Forensics Re-Design in its current format would close, owing to the time that has passed since original PPA approval and the complexity surrounding delivery of multiple projects derived from a single PPA. Until the new PPA is presented (expected for August DMB), DF Re-Design will continue to report on project controls as normal.

A Change Request for Enhancing Digital Forensics ISO 17025 will come forward when requirements for DF Re-Design Project are confirmed as resulting impact are ascertained for impact to ISO Project Timeline. It is estimated the CR will come forward to Transformation Board early 2026.

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	Risks
1 Enabling Policing for the Future Programme	●
2 Policing for our Communities Programme	●
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 Cyber Security Strategy Programme	●

AMBER

Modernising Contact and Engagement Programme

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

Policing in a Digital World Programme

Risk	Current RAG	Current Probability	Current Impact
Achievement of Chief Constables 2030 Vision and Business Plan	Red	5	5
Project Resources	Red	5	5
Organisational Absorbability	Red	5	5

Cyber Security Strategy Programme

Risk	Current RAG	Current Probability	Current Impact
Pace of Delivery	Amber	4	4
Programme Resourcing	Amber	3	4
CSA Resource Availability	Amber	3	4

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 Policing for our Communities Programme	●
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 Cyber Security Strategy Programme	●

AMBER

Modernising Contact and Engagement Programme

A CR for UCCP is being finalised due to the standard of the supplier led Train the Trainer sessions impacting the delivery schedule, and is underway to enter formal governance for approval at July Transformation Board & SPA Resources Committee in August.

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

Programme	Resources
1 Enabling Policing for the Future Programme	●
2 Policing for our Communities Programme	●
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 Cyber Security Strategy Programme	●

AMBER

Policing in a Digital World Programme

Digital Forensic Redesign will remain red until resourced sufficiently, however a Briefing Paper for closure is expected to come forward to August PMG. A Change Request for Enhancing Digital Forensics - ISO 17025 will be presented to TB in 2026. A workforce planning exercise relating to vacant SCD posts is ongoing. Submission to RDG to follow and once approved recruitment exercise can proceed by end of the 2025.

Cyber Security Strategy Programme

Key roles for Cyber Threat Reduction are awaiting approval. Architect candidate has accepted post and vetting papers submitted. Technical Solutions Architect post being reviewed for Cyber Identity & Access Management. 4 of the 6 CSA temporary funded posts through the programme are now vacant.

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	Financials
1 Enabling Policing for the Future Programme	●
2 Policing for our Communities Programme	●
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 Cyber Security Strategy Programme	●

AMBER

Enabling Policing for the Future Programme

A Change Request for Estate Asset Management will come forward to July Transformation Board with a new timeline and costs.

Cyber Security Strategy Programme

Due to delays in moving through the governance phases on both CTR and CIAM, this has impacted our forecast spend for FY25/26. This will be addressed as part of CTR re-plan and detailed CIAM FBC plan as part of IBC.

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.



Executive Summary

EPF: Scoping meeting for EPF audit (BDO) held on 1st July 2025. Roadmap will be structured to bring all programme elements together and inform RAG.

Interim Finance System: 1st Project Board held on 19th June 2025. Procurement resource will commence in w/c 7th July 2025. Workshop arranged to finalise quality questions and establish scoring on 9th July 2025. Benefit Profiles and Realisation Plan approved by SRO.

eFin: EPR reviewed by PMO and SRO for submission at Programme Board on 28th July 2025. Contract extension until 02/27 under discussion. Letter to Advanced drafted for formal notice that we will not continue with the upgrade.

Estates: Project Board on 5th June 2025 approved updated scope. Supplier confirmed that annual costs would become due upon contract signature. New Digital details led to a rescoping of the project team FTEs and an accelerated project timeline (based on 11 critical assumptions); aim to go-live in 12/25. Updated CR approved at an Extraordinary Project Board on 2nd July 2025; EPF SRO to approve off-table by 4th July 2025.

Ivanti: Working Group approved IBC on 27th June 2025; Programme Board to approve by correspondence by 4th July 2025.

ESR: Key business leads identified; business-specific tracking template shared with details per Recommendation / Opportunity. Business Areas to update ahead of monthly ESR Boards.

Return to Green Actions

Programme reports Red as eFinancials, and Estates report Red (schedule). Programme RAG Status will be amended once all programme elements are aligned or as soon as eFinancials EPR and EAM CR are approved (estimated RTG around 09/25).

Project	Milestone	Baseline	Status
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Ivanti Service Desk Replacement	Gate 2 – Case for Change & Options Appraisal	N/A	Not Complete
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Risk	Current RAG	Current Probability	Current Impact
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Department Reorganisations	Yellow	2	4
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Affordability of solutions	Green	2	3
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Change Management	Green	2	3
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Name	Previous	Current	Forecast
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eFinancials Upgrade and Cloud Migration	●	●	●
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Estates Asset Management System	●	●	●
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Interim Finance System Replacement	●	●	●
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Ivanti Service Desk Replacement	●	●	●
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Executive Summary

Programme reporting overall RED - primarily failure to secure funding/identify posts to bring business areas resource up to full contingent.

DF Redesign requires fresh alignment with Cyber and Fraud unit strategic objectives. A paper has been developed to outline tactical and strategic improvement proposals. This will be reviewed with new Cyber/Fraud Commander to establish outline roadmap, and a new PPA is being created to assist with Change delivery. Project briefing paper for closure expected to be reported to PMG August 2025. (08/25)

Fraud feasibility work with PwC complete, and focus now on FBC completion, and BAU Fraud Unit operating model. Meetings continue with CoLP to improve engagement levels.

CT&C continues to deliver bespoke cyber and fraud training packages, and "bite-sized" training module for officers ready for roll-out. Outstanding roles have been approved and extended to 03/26.

ISO17025 looking at scoping options and re-phasing to be completed for milestones once details confirmed for resources. CR will incorporate these and is expected early 2026.

Return to Green Actions

CT&T Schedule/Risk/Resource: Briefing paper to close aiming for 09/25 PMG (approved options paper replaced FBC - no tender or procurement exercise outstanding). (09/25)

DF Redesign Schedule/Risk/Benefits/Resources/Financial: will remain red until resourced sufficiently. Project briefing paper for closure expected to be reported to PMG August 2025. (08/25)

ISO Schedule/Risk/Resources: CR003 to be submitted to TB when ready (aiming for early 2026 TB). Workforce planning exercise relating to vacant SCD posts ongoing. Submission to RDG to follow and once approved recruitment exercise can proceed by end of the year. (02/26)

Project	Milestone	Baseline	Status
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There are no milestones in this reporting period.

Risk	Current RAG	Current Probability	Current Impact
Achievement of Chief Constables 2030 Vision and Business Plan	Red	5	5
Project Resources	Red	5	5
Organisational Absorbability	Red	5	5

Name	Previous	Current	Forecast
Cyber Training and Capability	<div></div>	<div></div>	<div></div>
Digital Forensics Redesign	<div></div>	<div></div>	<div></div>
Enhancing Digital Forensics - ISO 17025	<div></div>	<div></div>	<div></div>
Fraud Strategy & Operating Model	<div></div>	<div></div>	<div></div>



Executive Summary

The NEC COS/ACRA module work is still with NEC for development. The current indicative timescale for implementation remains no later than the end of 09/25 but with some contingency time takes it to 10/25. Closure is timed for SPA in 12/25. A CR will be submitted when the work has returned (now end of 07/25) and the testing has been completed. This is now retimed for 09/25 PMG and 09/25 TB.

AIM E-Learning training completions have increased by only 13 this month and the overall completion continues to be generally static on 80.25%. A decision has been made to end monitoring, although it still appears on the BI dashboard at the moment.

ACRA policies continue to be refreshed over the last month and BAU discussions are occurring primarily within SCD. This is timed for transfer later in the year.

Resource has been generally stable over the month for in-scope work and as the above COS module is the only part of the scope left, resource does not present a challenge at present.

Return to Green Actions

Schedule: Project is late (Gate 6 29th February 2024). The forthcoming CR will ensure the project dates are back within governance and is now planned provisionally for 09/25 PMG, 09/25 Transformation Board and 11/25 SPA Resources Committee. (11/25)

Finance: We are within the allocated budget, but the forthcoming CR will ensure the project dates are back within governance. RTG 11/2025

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

Risk	Current RAG	Current Probability	Current Impact
ACRA13: Project Team Resource	Yellow	3	3
ACRA18: COS Solution	Yellow	2	4

Portfolio Risk Update

Quarter 1 Summary

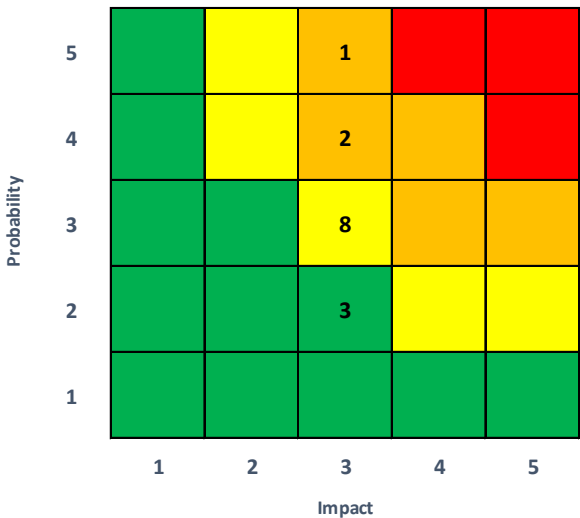
The Transformation Portfolio Risk Register current overall RAG is **GREEN** and comprises a total of 14 Open Portfolio Risks, none of which are outwith Tolerance.

Summary of Risk Movements following Risk Reviews conducted within Quarter 1 (Apr-25 to Jun-25) as follows:

The Portfolio Risk Register comprises **14 Open** risks, **none** of which **are outwith tolerance**.

- 0 risks proposed as New
- 0 risks proposed for Closure
- 0 risks proposed for Increase
- 0 risks proposed for Decrease
- 14 risks remain as Static

Risks by Current Score



Top 3 Portfolio Risks: (based upon Current Scoring v Appetite & Tolerance, by Category)

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)** pending outcome of Portfolio Definition and Prioritisation engagement with Executive. Next Review Sep-25.

R009 – Change Management / Business Readiness

If there is a large amount of change and a variety of new ways of working being implemented in business areas in an inconsistent and unstructured manner, there is a risk that the change function and the receiving business area does not have sufficient capacity and capability to fully embed the change.

Risk remains static at **4 x 3 (within Tolerance)** pending outcome of resource review ongoing as part of Portfolio definition. Next Review Sep-25.

R029 – Failure to Adhere to Governance

If the established transparent and auditable Police Scotland and SPA Portfolio governance routes are not understood and adhered to, there is a risk of delay to approval, prioritisation and subsequent scheduling, delivery and benefit realisation across the Portfolio.

Risk remains **static at 4 x 3 (within Tolerance)** as the review of Governance and associated investment frameworks has not been completed. Included in this is the proposal to remodel the Front Door into change. Next Review Aug-25.

Risks Scoring v Appetite & Tolerance, by Category

