SCOTTISH POLICE AUTHORITY
ÙGHDARRAS POILIS NA H-ALBA

Agenda Item 4.1

Meeting	**Audit, Risk and Assurance Committee**
Date	**2 August 2023**
Location	**Microsoft Teams**
Title of Paper	**Police Scotland Change Portfolio Update**
Presented By	**Kerri Maciver, Head of Portfolio Management**
Recommendation to Members	**For Discussion**
Appendix Attached	**Yes** **Appendix A – Change Update** **Appendix B – Change Engagement Event**

PURPOSE

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

Members are invited to discuss this paper.

1. BACKGROUND

1.1 ARAC has requested that Police Scotland provide a high-level overview of Change in Police Scotland. It should be noted that this update will focus on the Change that currently sits within the Transformation Portfolio. Therefore, this overview will provide a summary in the appendices on:

- Key deliverables for Approved projects (reporting period (12/05/2023 – 07/07/2023)
- Update on any Assurance activity
- Business Implementation Plan
- Timeline on Business Cases

1.2 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.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 This paper will cover off some key activity since our last report to the Board in January 2023.

2.2 In addition to the appendices this report will cover off the following areas:

1. Portfolio Annual Review
2. Design Activity
3. Portfolio Delivery
4. Change Engagement
5. Risk/Issues

2.3 Key Activity since our last report:

2.3.1 **Portfolio Annual Review**

- As discussed at the last update a review has now concluded on the 2023/24 Portfolio in line with current budgets & resource demands.

- Overall, the Portfolio remains static in relation to Programmes and Projects (as per Portfolio diagram in Appendix A)

- As part of this review the outstanding demand for resource was considered and this has allowed us to rebaseline the Change resource demand accordingly removing several temp roles that

had previously been put on hold due to the budget constraints. (Detail is provided in Appendix A).

2.3.2 **Design**

Local Policing-Service Delivery Review (LP-SDR)

- User research activity completed in C Division (Forth valley).
- User research continues in N Division (Highlands and Islands) - due to complete 14th July 23.
- Piloted the Explore Build Test (EBT) Service Design methodology on Local Police Appointments. An EBTs is the vehicle to explore problem areas in greater depth and begin the initial phases of design work in collaboration with stakeholders and system users.
- Initial analysis, synthesis and corroboration of research has begun.
- Design Hub development sessions. The Design Hub is being established to pull together the threads of service design across LP-SDR, Modernised Contact & Engagement (MC&E) and Public Protection Development Programme (PPDP) to ensure these design informed initiatives align along the customer journey and to coordinate design activity.

Business Case Development:

- Programme Brief to be developed when we have a clear view of the outcomes from research and a greater understanding of what we wish to take forward into the next phases.

Strategic Engagements:

- Brief to SPA Member Development Session on 9th June
- Brief to SPA Performance Committee on 15th June

Strategic Efficiency Redesign & Reinvestment (SERR)

- Organised Crime, Counter Terrorism & Intel (OCCTI) Implementation – Work is ongoing to establish revised efficiency targets considering the current financial landscape and subsequent pressures. Recent headcount reductions across the Force have resulted in the need for realignment and restructure of resource across OCCTI. A revised roadmap and proposal for delivery of SERR productivity, demand and improvement initiatives will be finalised c. September 2023.

- Broader Rollout – A proposal to rollout SERR across the organisation from 23/24 was endorsed by SLB members in June. SERR will be an effective mechanism in the evolution Police Scotland's budgeting methodology and will support the organisation to be as efficient and effective as possible. Scoping and planning of resource, procurement and governance is underway.

National Law Enforcement Data Service (NLEDS) Business Case Development:

- National Law Enforcement Data Service (NLEDS) Full Business Case approved at Change Board, approval from the SPA AO is being progressed. NLEDS will present the SPA Policing and Performance Committee in September to provide an update and overview of NLEDS.

2.3.3 **Delivery**

Since the last update to ARAC was only a few weeks ago there has been limited implementations given the summer period however COS continues with the planned rollout.

The key deliverables have been:

Core Operational Solutions

- Feedback continues to be positive with frontline users providing areas of continuous improvement that is feeding into future enhancements of the system.

- Following successful delivery in May to E&J Divisions, National Crime, Case and Warrants systems are now live across the North and East Regions. Plans are progressing in support of the West Region implementation by end of 2023 for National Crime and Case, although this remains a challenging timescale with c8500 people to be trained and 8M legacy Crime records to be migrated, which includes weeding and merging of duplicate nominals.

2.3.4 **New Business Cases**

Since the last update in June the following Business Cases have been approved via Change Board and the SPA Accountable Officer/Resources Committee.

Date of CB Approval	Name of Project	BJC/IBC/FBC/SOBC	SPA Approval Status
06/06/23	Digital Strategy & TOM	SOBC	SPA RC & SPA Board August 2023
04/07/23	NLEDS	FBC	SPA AO July 2023 (SPA PPC for noting Sept 2023)
04/07/23	Digital Forensic Detection Dog	BJC	N/A

2.3.5 **Change Request**

There have been no Change Requests approved by the Change Board since the last update.

2.4 **Engagement**

Since the last update a National Change Event was held at Police Scotland Headquarters Tulliallan at the end of June to over 150 colleagues from all Inspecting ranks and staff equivalents.

Attendees were nominated from each Division, the largest gathering of frontline officers to date and who were given the opportunity to hear first-hand from our colleagues within the Digital, Change & Transformation Portfolio and Operational BAU delivery teams:

- DEPP Body Worn Video
- DEPP Core Operating Systems
- Digital Evidence Sharing Capability – DESC
- Local Policing Service Delivery Review – LP SDR
- National Law Enforcement Data Service – NLEDS
- National Fleet
- National Air Support – Remotely Piloted Aircraft Systems – RPAS
- Naloxone
- National Taser Uplift

From feedback received on the day and subsequently, the event was successful in promoting Change across the organisation and providing those attending both strategic direction from Executive members alongside operational and procedural updates. The

attached slides give a visual representation of the event with accompanying feedback from attendees. *(Appendix B)*

In addition, there has been a session held with Scottish Government specifically in relation to Body Worn Video. This was attended by Scott Ross, SPA.

2.5 **Key Risks/Issues**

We had an issue raised around the Change Capacity and this has been downgraded to a risk due to the current rebaseline activity as described in this report. We will continue to monitor this closely.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

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

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

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

9. EQUALITIES IMPLICATIONS

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

10. ENVIRONMENT IMPLICATIONS

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

RECOMMENDATIONS

Members are invited to discuss this paper.

PORTFOLIO OVERVIEW (07/07/2023)

SECTION ONE - Change Delivery

Executive Summary

PORTFOLIO HIGH LEVEL SUMMARY

POLICE SCOTLAND
POILEAS ALBA

Portfolio Design

Change Board Chair
DCC Taylor/DCO Page

DCO Page
Corporate Support

Digital Division (DD)
SRO - Andrew Hendry
Programme Lead Martin Low

- Process Automation Vetting (PAV) — PM - Sharon Ramage
- Criminal History Scotland (CHS Refresh) — PM - Sharon Ramage
- Office 365 — PM - Jim Roxburgh

Cyber Security Programme (CS)
SRO - Andrew Hendry
Programme Manager Peter Shaw

- Cyber Security Service — PM – Gregor Johnston
- Cyber Threat Reduction — PM – Gregor Johnston

Estates Transformation Programme (ET)
SRO - James Gray
Programme Manager Doug Neilson

- Project Alpha — SPM - Elliot Mason
- Oban - Long Term Solution — SPM - Greg Miller
- Kirkcaldy — SPM - Jo McIntosh
- Project Quest — SPM - Greg Miller

Enabling Policing for the Future Programme (EPF)
SRO - James Gray
Programme Manager Chris Athanasiadis

- e-Financials Upgrade and Cloud Migration — PM - Chris Athanasiadis
- Upgrading Fleet Management Solution & Migrating to the Cloud — PM - Chris Athanasiadis

Stand Alone Projects

- Resource Deployment Unit Redesign (RDU) — SRO - ACC Williams; Programme Manager - Howard Kennett; PM - Michael Clay; BA - Alistair Horn
- Analysis & Demand Transformation (ADT) — SRO - Tom McMahon; PM - Vacancy; BA - Vacancy
- Virtual First — SRO ACC Speirs; PM - Becky McHugh; BA - Douglas Hunter
- Interim Payroll — SRO - James Gray; Programme Manager Paul Crangle

DCC Graham
Local Policing

Modernised Contact & Engagement (MC&E)
SRO - ACC Bond/ Andrew Hendry
Programme Manager Howard Kennett

- National Integrated Communications Control System (NICCS) — PM - Scott McPhail (cover for Martin Gillespie ICT PM)
- Unified Communications & Contact Platform (UCCP) — PM - Clark Wainwright (ICT)
- Contact, Engagement & Resolution Project (CERP) — PM - Michael Notaro

Local Policing Service Delivery Review Prog (LPSDR)
SRO - ACC Mairs
Programme Manager Campbell Moffat

- Local Policing - Service Delivery Review — PM - Nicola Howatson

Criminal Justice Services Division Prog (CJSD)
SRO - ACC Middleton
Programme Manager Doug Neilson

- Custody Remodelling — PM - Vacancy
- Productions Remodelling — PM - Vacancy
- CJSD Middle Office Restructuring Project — PM - Vacancy

Criminal Justice Reform Prog (CJRP)
SRO – Andrew Hendry
Programme Manager John Fearns

- Digital Evidence Sharing Capability (DESC) — SPM - Chris Breeze; PM - Michael Clayton

Digitally Enabled Policing Prog (DEPP)
SRO - Andrew Hendry
Programme Manager Colin Maciver

- Body Worn Video (BWV) (National Policing) — PM – Lorrie Murphy
- Core Operational Solutions (COS) Insight — PM - Jackie Derrick
- Core Operational Solutions (COS) Data Migration — PM - Neil Dutton (ICT)
- Core Operational Solutions (COS) Phase 2 Case & e-Citations — PM - Keith Henderson
- Core Operational Solutions (COS) Phase 2 Direct Measures — PM - Keith Henderson
- Core Operational Solutions (COS) Phase 2 Productions — PM - Carol Dolan
- Core Operational Solutions (COS) Phase 2 Warrants — PM - Carol Dolan
- Core Operational Solutions (COS) Phase 2 Crime — PM - Carol Dolan

DCC Connors
Crime and Operational Support

Technical Surveillance Programme (TSP)
SRO - ACC Freeburn
Programme Manager Leila Ritchie

- Technical Surveillance Infrastructure — PM - Jill Telfer (ICT)
- Case Management System (CMS) — PM - Leila Ritchie

Policing in a Digital World Programme (PDWP)
SRO - ACC Freeburn
Programme Manager Joneen Clarke; SPM - Debbie Baird

- ISO 17025 Enhancing Digital Forensics — PM - Vince Creaney
- Critical Issues — PM – Juleigh MacPherson
- Cyber Training & Capability — PM - Laura Kane
- Digital Forensics (DF) Redesign — SPM - Debbie Baird
- Digital Forensic Detection Dogs — SPM – Debbie Baird
- Digital Forensic Triage Vans — SPM – Debbie Baird
- Police Cyber Alarms — PM – Laura Kane
- Cyber Choices Scotland — PM – Laura Kane

Strategic Efficiency, Redesign & Reinvestment Prog (SERR)
SRO – Andrew Hendry
Programme Manager Leila Ritchie
PM - Vacancy

Stand Alone Projects

- Sex Offender Policing Unit (SOPU) — SRO – DCS Faulds; Business Lead - DCI G McLachlan; PM - Vince Creaney
- National Law Enforcement Data Services Programme (NLEDS) — SRO – ACC Spiers /Andrew Hendry; Programme Manager Leila Ritchie; PM -Laura Stewart
- Age of Criminal Responsibility (Scotland) Act 2019 (ACRA) — SRO - ACC Smith; PM - Richard Percy
- Domestic Abuse (Protection) (Scotland) Act 2021 (DAPS) — SRO - ACC Smith; PM - Richard Percy
- The United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill (UNCRC) — SRO - ACC Ritchie; PM - Richard Percy
- Hate Crime & Public Order (Scotland) Act 2021 (HC) — SRO - ACC Ritchie; PM - Richard Percy
- Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW) — SRO - ACC Smith; PM - Richard Percy

DCC Taylor
Professional, Strategy and Engagement

Data Drives Digital (DDD)
SRO - ACC Speirs
Business Lead Denis Hamill
Programme Manager Paul Crangle

- Master Data Management (MDM) — PM – Stewart Cuthbertson
- Force Wide Analytics Platform (FWA) — PM – Michael Clasper
- Chief Data Office Target Operating Model (CDO TOM) — PM - Vacancy
- GDPR (Structured & Unstructured Data) — PM – Robert Coburn; Project Co-ordinator- Mhairi McKenzie

SPA

Forensic Services
SRO - Fiona Douglas
Head of Change - Joanne Tierney
Programme Manager - Vacancy
SPM - Alan Swain

- FS Operating Model — PM - Paul McLindon
- FS Core Operating System — PM – Joanne Martin
- FS Data Migration and Governance — PM - Joanne Martin
- FS Deployment of Scene Examination — PM - Rachel Edmond
- FS Operation Weaver — Business Lead - Gary Holcroft; PM - Neil Dempsey (Grant Thornton Int'l)

KEY

- DCC/DCO Area of Accountability
- Transformation Programme
- Project in Initiation *(BJC)
- Project in Initiation *(IBC/FBC)
- Project in Delivery/ Closure
- Stand Alone Project (in delivery) aligned to DCC Area of Accountability

* Initiation commences once PPA has been presented to DMB

OFFICIAL

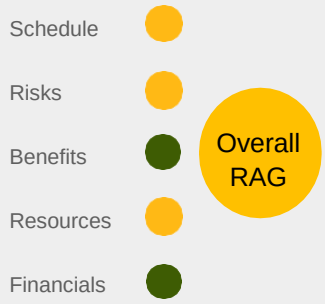
Portfolio Overview

Change

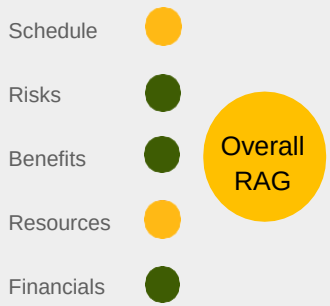
Report Date: 07-Jul-2023 **Portfolio Manager:** Kerri Maciver

POLICE SCOTLAND
POILEAS ALBA

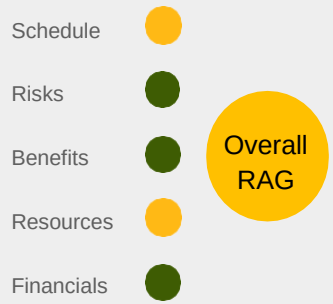
Previous



Current



Forecast



Risk	Current RAG	Current Probability	Current Impact
R016 Prioritisation	Amber	4	4
R017 Transformation Portfolio Resource Recruitment	Amber	4	4
R033 Utilisation of Day Rate Contractors (DRC) across Change	Amber	4	3

Issue	RAG	Impact	Severity
Change Function Resources	Red	High	High

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£27,520,890	£0	£0	£0

Executive Summary

The Change Portfolio remains Amber, with risks now moving to Green.

The Resource review stated within the Issue Action Plan has been completed. The Issue, Change Function Resources, is now proposed for closure followed by the re-opening of R030 Delivery Resources (Unmet Demand).

There is limited change to the overall Portfolio for 2023/24 and work is ongoing in relation to design activity in the LP-SDR space and activity to finalise the Programme Brief for EPF.

Several projects are now at EPR development stage.

Return to Green Actions

Schedule - remains at Amber at Portfolio level and will depend on resolution of the following:

Resource – Resource remains Amber at Portfolio level. Recruitment has been impacted by extended Governance required. There are some projects that are still being impacted by resource challenges and these remain under review - 08/23

Change

Report Date: 07-Jul-2023 **Portfolio Manager:** Kerri Maciver

Programmes	Type	Previous	Current	Forecast
Criminal Justice Services Division Programme	Programme			
Data Drives Digital Programme	Programme			
Digitally Enabled Policing Programme	Programme			
Digital Division Programme	Programme			
Modernising Contact & Engagement Programme	Programme			
Policing in a Digital World Programme	Programme			
Technical Surveillance Programme	Programme			
Estates Transformation Programme	Programme			
Forensic Services Change Programme	Programme			
Cyber Security Strategy Programme	Programme			
Enabling Policing for the Future Programme	Programme			
Local Policing - Service Delivery Review	Programme			
Strategic Efficiency and Redesign Review	Programme			

Projects (not aligned to Programmes)	Type	Previous	Current	Forecast
Age of Criminal Responsibility (Scotland) Act 2019 (ACRA)	Project			
Sex Offenders Policing Unit (SOPU) / Offender Management Unit (OMU)	Project			
Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW)	Project			
Domestic Abuse (Protection) (Scotland) Act 2021 (DAPS)	Project			
Hate Crime and Public Order (Scotland) Act 2021	Project			
Virtual First	Project			
Digital Evidence Sharing Capability (DESC)	Project			

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MONTHLY RESOURCE OVERVIEW

Report Date: 07-Jul-2023 **Portfolio Manager:** Kerri Maciver

POLICE SCOTLAND
POILEAS ALBA

Summary:

The tables on the right show the updated headcount of 103 permanent posts and 40 temporary posts.

We currently have a total of 30 Vacant Roles across the portfolio split as per tables on the right. 14 of these vacancies are permanent and 16 are temporary.

Of the 30 vacancies:

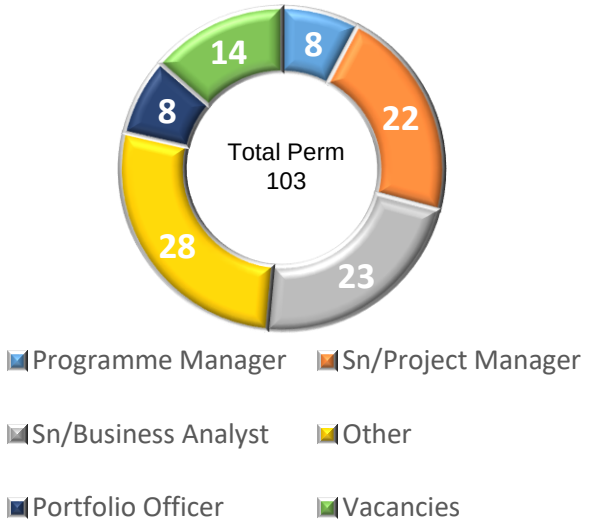
- 11 roles have been offered and accepted
- 6 roles are at short listing / interviewing stage

The remaining 13 are currently advertised or progressing through approval governance.

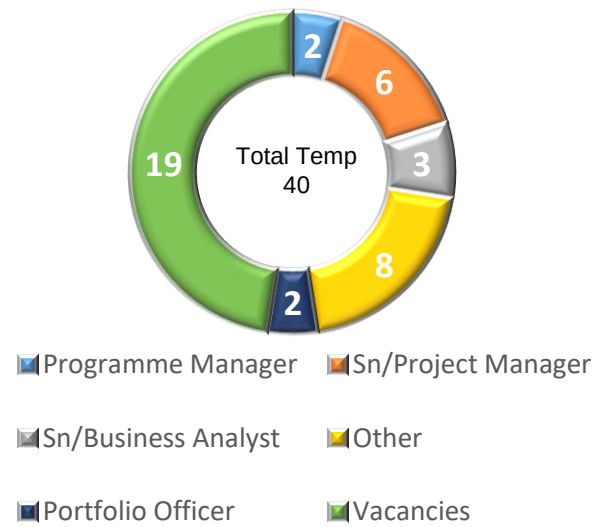
Movement since last month is:

- Perm Vacancies has stayed the same
- Temp Vacancies has decreased by 1

Perm Roles



Temp Roles



Perm Vacancies	
Programme Manager	0
Senior Project Manager	1
Project Manager	4
Senior Business Analyst	1
Business Analyst	0
Portfolio Officer	0
Other	8
Total	**14**

Temp Vacancies	
Programme Manager	0
Senior Project Manager	0
Project Manager	5
Senior Business Analyst	1
Business Analyst	2
Portfolio Officer	5
Other	4
Total	**16**

The 'Other' group includes Business Implementation Leads, Continuous Improvement, Portfolio Assurance, and Team Management roles.

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Programme Summaries

OFFICIAL

Criminal Justice Services Division Programme

Report Date: 07-Jul-2023 **Programme Manager:** Vacant

DCC Graham Portfolio
SRO ACC Wendy Middleton

Project detail on slide 86 - 88

POLICE SCOTLAND
POILEAS ALBA

Previous		Current		Forecast	
Schedule		Schedule		Schedule	
Risks		Risks		Risks	
Benefits		Benefits		Benefits	
Resources		Resources		Resources	
Financials		Financials		Financials	
Overall RAG		Overall RAG		Overall RAG	

Executive Summary

EPRs underway for Middle Office/Custody. Productions draft EPR being discussed with business area. Expected CB 09/23.

Prioritisation exercise approved at Exec Level in Nov'22, all buildings/construction related work Custody & Productions to transfer to an Estates Transformation dedicated CJSD team – PM and BA in place. Estates Transformation now reporting on this.

Management of Productions stores & liaison with COPFS regarding current & future retention/disposals policies is now being managed by the CJ Head of Service as BAU activity. Daily management of Purge Team also sits with CJ Head of Service.

Only a very limited amount of time & resource allocated to historical CJSD.

Return to Green Actions

Resources – limited resources to complete EPR progressing slowly. Completed EPRs will RTG 09/23.

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

Risk	Current RAG	Current Probability	Current Impact
Strategic Direction	Red	5	5

Name	Previous	Current	Forecast
CJ Middle Office Remodelling			
Custody Remodelling			
Productions Remodelling			

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£478,761	£0	£0	£0

OFFICIAL

Corporate Services Finance Projects

Report Date: 07-Jul-2023 **Programme Manager:** Paul Crangle

DCO Page Portfolio
SRO CFO James Gray

Project detail on slide 89

POLICE SCOTLAND
POILEAS ALBA

Previous

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Project	Milestone	Baseline	Status
Interim Payroll	Gate 6 – Close	01-Mar-2023	Not Complete

Risk	Current RAG	Current Probability	Current Impact

There are no programme risks outwith tolerance

Project	Previous	Current	Forecast
Interim Payroll			

Executive Summary

Amber status is driven by the delay in completing EPR's due to available resources.

Interim Payroll Project is Amber. End Project Report (EPR) submitted.

On completion of the above this Programme will close.

Return to Green Actions

Interim Payroll – EPR will be presented for approval to Change Board 08/23.

Current Year

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

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Data Drives Digital Programme

Report Date: 07-Jul-2023 **Programme Manager:** Paul Crangle

DCC Taylor Portfolio
SRO ACC Alan Speirs

Project detail on slides 90 - 93

POLICE SCOTLAND
POILEAS ALBA

Previous

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Executive Summary

This Programme continues to report Red due to continuing issues with resources, dependencies, suppliers which is affecting schedule/costs.

MDM - UAT ongoing targeting Go Live CY Quarter 3.

GDPR (Red) - Red status driven by significant schedule slippage. Test phase completed, Project going through Operational Handover and moving into Project closure.

FWA - Building Blocks passed to Supplier, design/build started. Business Layer design activity initiated with further joint working session planned. Re-plan initiated.

CDO TOM - EPR submitted.

Return to Green Actions

Schedule - CR for FWA to support Altia (SID) development in draft, target CY Quarter 3.
Resources - Re-plan for FWA post completion of Business Layer discussions, planned Quarter 3.
Financials - EPR and CR for CDO TOM submitted for approval to CB 08/23.
CR for FWA to support Altia (SID) development in draft, target CY Quarter 3.
EPR and CR for CDO TOM submitted for approval to CB 08/23.

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£596,351	£0	£0	£0

Project	Milestone	Baseline	Status
Data - GDPR Structured and Un-Structured Data	Gate 5 – Go/No Go	08-Oct-2021	Not Complete
Data - GDPR Structured and Un-Structured Data	Gate 6 – Close	05-Nov-2021	Not Complete
Master Data Management (MDM)	Gate 4 – Solution Build Complete	12-Dec-2022	Not Complete

Risk	Current RAG	Current Probability	Current Impact
Current Programme Resource	Amber	4	4
Resource Constraints	Amber	4	4
Financial Investment	Amber	4	4

Project	Previous	Current	Forecast
Chief Data Office Target Operating Model			
Data - Force Wide Analytics			
Data - GDPR Structured and Un-Stru…			
Master Data Management (MDM)			

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Digitally Enabled Policing Programme

Report Date: 07-Jul-2023 **Programme Manager:** Colin Maciver

DCC Graham Portfolio
SRO CDIO Andrew Hendry
Project detail on slides 94 - 101

POLICE SCOTLAND
POILEAS ALBA

Previous		Current		Forecast	
Schedule		Schedule		Schedule	
Risks		Risks		Risks	
Benefits		Benefits		Benefits	
Resources		Resources		Resources	
Financials		Financials		Financials	
Overall RAG		Overall RAG		Overall RAG	

Executive Summary

Programme remains Amber this month with aim to move to Green if CR is approved, this is currently progressing through Governance.

Following successful implementation of COS Phase 2 (National Crime/Case/Warrants/Data Migration) into North and East Regions, work is advancing to support West Region implementation Sep-Dec 2023, with Warrants in Q1 2024. Legacy Data Migration is in User Acceptance Testing, and training is progressing in line with West go-live dates.

The BWV Invitation to Tender was published 7 June with responses due 28 July. In tandem work is progressing to develop the Full Business Case, including required governance documentation such as DPIA, EQHRIA etc.

Return to Green Actions

Formal re-baseline of revised COS Phase 2 delivery plan via Change Request.
CB 08/23.

Project	Milestone	Baseline	Status
Body-Worn Video (BWV) National Solution	ITT Issued	01-Feb-2023	Complete
Body-Worn Video (BWV) National Solution	ITT Returns Received	31-Mar-2023	Not Complete

Risk	Current RAG	Current Probability	Current Impact
Operational pressures impacting on rollout schedules	Red	5	4
Lack of Resources	Red	5	4
DEP 025 - Prioritisation of Resources	Red	5	4

Project	Previous	Current	Forecast
Body-Worn Video (BWV) National Sol…			
COS Data Migration			
COS Phase 1: Insight			
COS Phase 2: Productions			
COS Phase 2: CASE Management, …			
COS Phase 2: Crime			
COS Phase 2: Direct Measures			
COS Phase 2: Warrants			

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£7,766,114	£0	£0	£0

Digital Division Programme

Report Date: 07-Jul-2023 **Programme Manager:** Maria Price,Lorraine Jenkins

DCO Page Portfolio
SRO CDIO Andrew Hendry

Project detail on slides 102 - 104

POLICE SCOTLAND
POILEAS ALBA

Previous		Current		Forecast	
Schedule		Schedule		Schedule	
Risks		Risks		Risks	
Benefits		Benefits		Benefits	
Resources		Resources		Resources	
Financials		Financials		Financials	
Overall RAG		Overall RAG		Overall RAG	

Executive Summary

Although the Programme continues to report Amber this month, there has been good progress made.

PA Vetting- CoreDMS (file uploader) and iVPD go-live scheduled 11/07.

CHS Bot access issue under investigation. Confirmed with PMO that this will move to Delivery stage as there is additional work being progressed. CHS Tech Refresh the Phoenix File Sender (to PNC) and re-development of core CHS is underway.

A demo of Power BI was well received at the Project Board on 22nd June.

Cyber Resilience Project has completed/closed.

Office 365 project is progressing around SailPoint and the Office 365 application rollout is progressing well. Design workshop to take place 19/07.

Return to Green Actions

Schedule – Vetting CR will be brought forward to resolve schedule. CB 10/23.

Benefits - Benefits Realisation can be completed and EPR submitted for review. A CR will be submitted when benefits and timelines are clearer.

Project	Milestone	Baseline	Status
PA Vetting	Gate 6 – Close	30-Jun-2023	Not Complete

Risk	Current RAG	Current Probability	Current Impact

There are no programme risks outwith tolerance

Project	Previous	Current	Forecast
Criminal History Scotland (CHS) Refr…			
Office 365			
PA Vetting			

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£1,950,000	£0	£0	£0

Modernising Contact & Engagement Programme

Report Date: 07-Jul-2023 **Programme Manager:** Howard Kennett

DCC Graham Portfolio
SRO CDIO Andrew Hendry/ACC Emma Bond

Project detail on slides 105 - 107

POLICE SCOTLAND
POILEAS ALBA

Previous		Current		Forecast	
Schedule		Schedule		Schedule	
Risks		Risks		Risks	
Benefits		Benefits		Benefits	
Resources		Resources		Resources	
Financials		Financials		Financials	
Overall RAG		Overall RAG		Overall RAG	

Executive Summary

The Programme overall is Red, seeing risks move to red this month due to NICCS resourcing issues.

CERP - All Green remains on track with activity progressing on THRIVE training material and MHP RAG framework approved at Programme Board.

UCCP - Initial review & scoring underway for the 2 tenders submitted. Papers re MS Teams, Support Model & AD Changes progressed. Working on update for UCCP Intranet Page.

NICCS - Defects Sev 2 = 14. Vendor testing complete. Supplier confident they have addressed all the defects. Propose to deploy formal release 19/6. Issue report has been amended based on latest feedback received. Technical Activities being reviewed as part of re-planning.

Public Digital Contact - Gate 0 documentation in development with Service Design.

Return to Green Actions

NICCS - Priority is defect resolution & repurpose of Non-Prod environment. Re-plan is still being developed. CR to be raised once revised dates can be baselined and there is confidence in the revised plan. CB 10/23.

UCCP - Procurement outcome will identify solution, this will shape re-plan. CR to realign project CB 09/23.

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£2,365,595	£0	£0	£0

Project	Milestone	Baseline	Status
National Integrated Communications Control Systems (NICCS)	Gate 5 – Go/No Go	20-Mar-2023	Not Complete

Risk	Current RAG	Current Probability	Current Impact
MCE023: NICCS 3814: Extended timelines impacting resource roles	Red	5	5
MCE024: NICCS 3810: UAT delays in defect resolution	Red	5	5
MCE001: Programme Resources	Red	4	5

Project	Previous	Current	Forecast
Contact Engagement Resolution Proj…			
National Integrated Communications …			
Unified Communications and Contact…			

OFFICIAL

Policing in a Digital World Programme

Report Date: 07-Jul-2023 **Programme Manager:** Joneen Clarke

DCC Connors Portfolio
SRO ACC Andrew Freeburn

Project detail on slides 108 - 111

POLICE SCOTLAND
POILEAS ALBA

Previous	Current	Forecast
Schedule	Schedule	Schedule
Risks	Risks	Risks
Benefits	Benefits	Benefits
Resources	Resources	Resources
Financials	Financials	Financials
Overall RAG	Overall RAG	Overall RAG

Executive Summary

Programme continues to report Green overall with schedule at Amber.

Training & Capability - Work is ongoing with Procurement we are aiming release the Training ITT to market w/c 17th July. Approved posts for Training will be advertised soon.

DF Triage Vans are now expected in July 2023.. Critical Issues BC has been delayed, due diligence is being carried out on the supplier costs work continues in this space.

DF Detection Dogs BJC had been approved at Change Board however off table discussion to take place regarding resourcing of 3 dog handler posts.

ISO & DF Redesign progressing well.

Planning work is ongoing for Cyber Choices and Alarm.

Cyber Futures Workshop to be held on 10th July.

Return to Green Actions

Schedule - Critical Issues project plan to be re-baselined 08/23.

Project	Milestone	Baseline	Status
Digital Forensics Detection Dogs	Gate 3 – Business Case/Design Complete	N/A	Complete
Digital Forensics Redesign	Gate 2 – Case for Change & Options Appraisal	N/A	Not Complete
Digital Forensic Triage Vans	Gate 4 – Solution Build Complete	N/A	Not Complete

Risk	Current RAG	Current Probability	Current Impact
ICT Specialist Resources	Amber	4	4
Change Team Staff Resources	Amber	4	3
Governance	Amber	3	3

Project	Previous	Current	Forecast
Cyber Training and Capability			
Digital Forensic Triage Vans			
Digital Forensics Detection Dogs			
Enhancing Digital Forensics - ISO 17…			

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£2,122,639	£0	£0	£0

OFFICIAL

Technical Surveillance Programme

Report Date: 07-Jul-2023 **Programme Manager:** Leila Ritchie

DCC Connors Portfolio
SRO ACC Andrew Freeburn

Project detail on slides 112 - 113

POLICE SCOTLAND
POILEAS ALBA

Previous

Schedule
Risks
Benefits
Resources
Financials
Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials
Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials
Overall RAG

Executive Summary

Programme continues to track Green overall.

CMS Project: Further delays expected with TSU/CCTV go live - Issues remain from the software upgrade completed 10/05, awaiting timeline from Supplier re: implementation of remaining fixes & improvements. TSU resource capacity reduced throughout June/July due to competing operational demands and annual leave, go live for the remaining areas may need to move into August/September to allow user acceptance testing of the revised software.

TS Infrastructure Project: On track, work is progressing to plan across a number of technical work streams.

Return to Green Actions

CMS Schedule - Go live now likely August/September, dependent on resolution of issues emerging from the recent software upgrade. Performance has since stabilised, work to resolve issues relating to Phase 1b development expected by end of July with testing in August. EPR and CR 09/23.

Project	Milestone	Baseline	Status
Case Management System (CMS)	Gate 5 – Go/No Go (Phase 1b)	23-Mar-2023	Complete
Technical Surveillance Infrastructure (TSI)	ISO Approval	30-Jun-2023	Not Complete
Technical Surveillance Infrastructure (TSI)	APP02 - MDM Go Live	30-Jun-2023	Not Complete

Risk	Current RAG	Current Probability	Current Impact
Current TSU network approaching end of life	Amber	3	3
TAMS Supplier Vetting Lapsed and needs to be renewed	Amber	3	3
Dependencies fail to deliver to plan	Amber	3	3

Name	Previous	Current	Forecast
Case Management System (CMS)			
Technical Surveillance Infrastructure (…			

Current Year

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

OFFICIAL

Estates Transformation Programme

Report Date: 07-Jul-2023 **Programme Manager:** Douglas Neilson

DCO Page Portfolio
SRO CFO James Gray

Project detail on slides 114 - 115

POLICE SCOTLAND
POILEAS ALBA

Previous		Current		Forecast	
Schedule		Schedule		Schedule	
Risks		Risks		Risks	
Benefits		Benefits		Benefits	
Resources		Resources		Resources	
Financials		Financials		Financials	
Overall RAG		Overall RAG		Overall RAG	

Project	Milestone	Baseline	Status
Project Alpha	Gate 2 – Case for Change & Options Appraisal - IBC/Options appraisal	14-Jun-2023	Not Complete

Risk	Current RAG	Current Probability	Current Impact
Vetting	Amber	4	4
Supply Chain (Brexit, Covid, Costs)	Amber	3	4
ICT/Other Resource Availability	Amber	4	3

Name	Previous	Current	Forecast
Oban – Long Term Estate Solution			
Project Quest			

Executive Summary

Programme reporting Green.

Oban - project progressing well with land purchase, stakeholder engagement positive with the design team appointment expected shortly.

Quest – IBC approved at SPA RC 09/05/2023 moving to detailed design phase and negotiations to purchase buildings.

Alpha and Kirkcaldy Projects under review and further discussion on next steps.

CJSD (estates) - Inverness custody tender under evaluation, St Leonards custody tender pack nearing completion.

Return to Green Actions

Risk - ICT Risk - Estates transformation resource approved, risk remains static until resources on boarded 08/23.

Vetting Risk - Close liaison with vetting teams to best anticipate vetting peak timescales 08/23. Supply Chain - On-going engagement with contractors to ensure scope/cost is well managed and any impact identified early and minimised 08/23.

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£6,527,864	£0	£0	£0

OFFICIAL

Forensic Services Change Programme

Report Date: 07-Jul-2023 **Senior Project Manager:** Alan Swain

Director FS – Fiona Douglas Portfolio

Project detail on slides 116 - 117

POLICE SCOTLAND POILEAS ALBA

Previous

Schedule
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Benefits
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Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Project	Milestone	Baseline	Status
FS COS	Gate 2 – Case for Change & Options Appraisal	N/A	Not Complete
FS Data Migration & Governance	Gate 4 – Solution Build Complete	N/A	Not Complete
FS Data Migration & Governance	Gate 5 – Go/No Go	N/A	Not Complete

Executive Summary

SPM currently absent.

Programme plan is being reviewed and Op Model plan developed.

Operating Model - SMT Sponsors and delivery leads across the business and change team have been agreed. Planning is underway for the OP Model delivery and 27 workstreams identified

FS COS and FS Data Governance boards have merged given the board structures are similar. IBC presented and approved at Resources committee 07/23.

Risk	Current RAG	Current Probability	Current Impact
FS Accreditation	Red	4	5
Staff Extraction	Amber	3	5
FS2026 Strategy - Resource	Amber	3	3

Name	Previous	Current	Forecast
FS Deployment of Scene Examination			
FS Operating Model			

Return to Green Actions

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£1,318,125	£0	£0	£0

OFFICIAL

Digital Evidence Sharing Capability (DESC)

Report Date: 07-Jul-2023 **Programme Manager: John Fearns**

SRO CDIO Andrew Hendry

POLICE SCOTLAND
POILEAS ALBA

Previous

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Executive Summary

Confirmation from PMO that BIL & PMO posts will be filled. Resource gaps continue to limit progress & planning, Policy & Legal Lead remains unadvertised.

Supplier delaying pilot system improvements, limits time to validate success

Second DESC case heard in court, tacit agreement for continuation of the Pilot.

Training plan in review, Programme RAID review held, benefits reporting progressing, Scrum focus remains on integrations and audit.

Integrations with Unifi in test, Dependency on successful Unifi/Case integration. Go live of integrations at risk, timelines are being revised.

Return to Green Actions

Schedule - Work continues to plan priorities and revise process based on learning 08/23.

Risks - Resource & PS network readiness escalated, Data Protection risks managed via mitigation plan 09/23.

Resource - Critical gaps not filled leading to lack of expertise & delay 09/23.

Milestone	Baseline	Schedule/Actual	Status

There are no milestones in this reporting period

Risk	Current RAG	Current Probability	Current Impact
Insufficent PSoS Business Implementation resource	Red	5	5
DESC Business Readiness (DESC 21)	Red	5	4
PSoS training delivery timelines	Red	5	4

Current Year

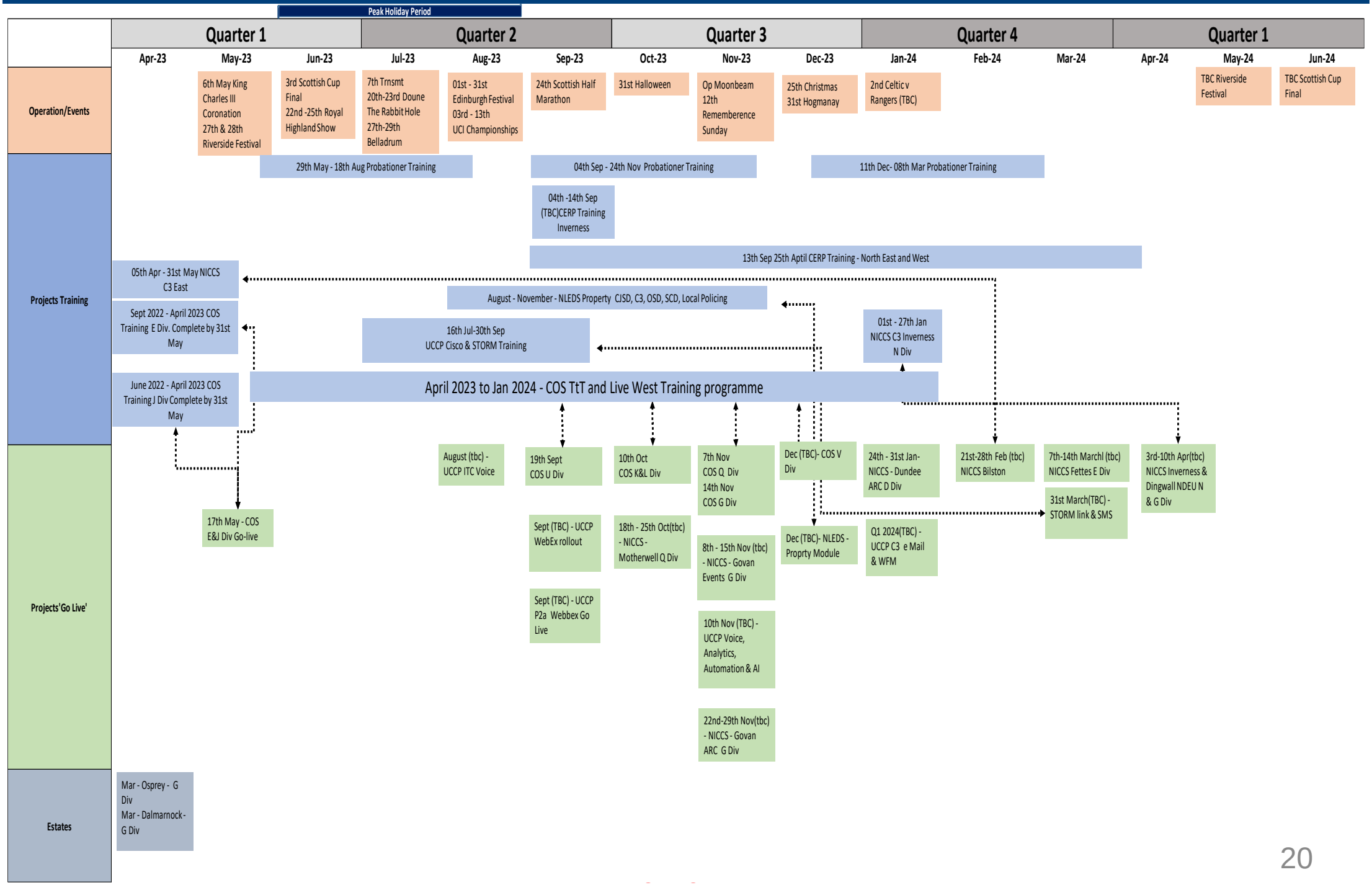
Budget	Future Forecast	Actuals to Date	EAC
£0	£0	£0	£0

OFFICIAL

Change Readiness

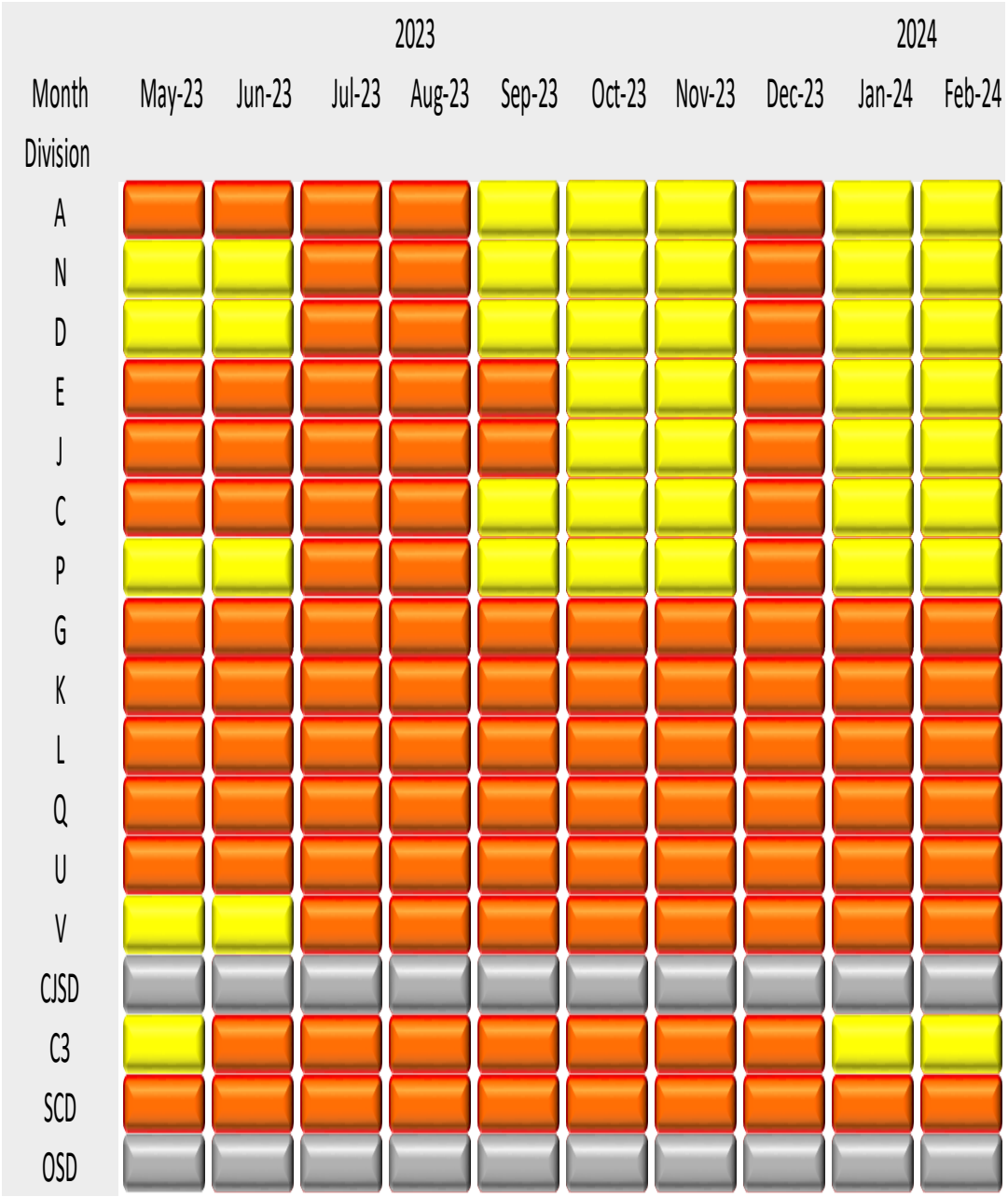
Portfolio and Major Operations

Report Date: 11-Jul-2023 **Head of Business Change and Analysis:** Sheila Mills



Organisational Absorbability Dashboard

Report Date: 11-Jul-2023 **Head of Business Change and Analysis:** Sheila Mills



Absorbability Status

General Trends: Challenging/At Capacity

- Ongoing resource constraints – recent restructuring exercise has presented additional challenge for change.
- Operational demand and BAU training.
- Divisions where COS is planned are trending At Capacity due to level of activities essential for Business Readiness, Training, Data Migration and implementation of National Systems and supporting processes.

Emerging Areas of Interest: COS, DESC, CERP/UCCP/NICCS

- East Divisions (C/E/J/P) are reporting At Capacity up to Aug 2023, this is due the above general trends and having had National Systems Implemented. In addition C Division are supporting LP-SDR activities.
- West Divisions (G/K/L/U/Q/V) are reporting At Capacity from Apr – Dec 2023, this is due the above general trends and being next for implementation of the National Systems and supporting processes.
- ALL Divisions will be supporting UCI 3rd – 13th August
- North Divisions – D Division are supporting DESC Pilot and Case Summary Pilot. N Division is supporting LP-SDR and N+A Division are still embedding the change brought by the implementation of National Systems and supporting processes.
- C3 reassessed At Capacity Jun-Dec 2023 due to general trends with the addition of CERP/UCCP/NICCS training and implementations; changes to UCCP/NICCS training/implementation dates may impact absorbability assessment.
- SCD – are reporting At Capacity this is due the above general trends and the implementation of the National Systems and supporting processes.

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

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Benefits Delivery

Overall Benefit Summary

The Change Board update reflects a 3-year rolling view and efficiencies are shown in hours.

The PMO will still hold information covering a full 10-year view and will share information with Change Board and SPA as required. The PMO will still hold FTE equivalents for information.

There have been no changes in value since the last reporting period.

For Noting:

- NICCS project is reporting a delay that will negatively impact the Cashable Benefits; the value of this impact is still to be defined.
- Change Request to rebaseline COS benefits is progressing through internal governance.

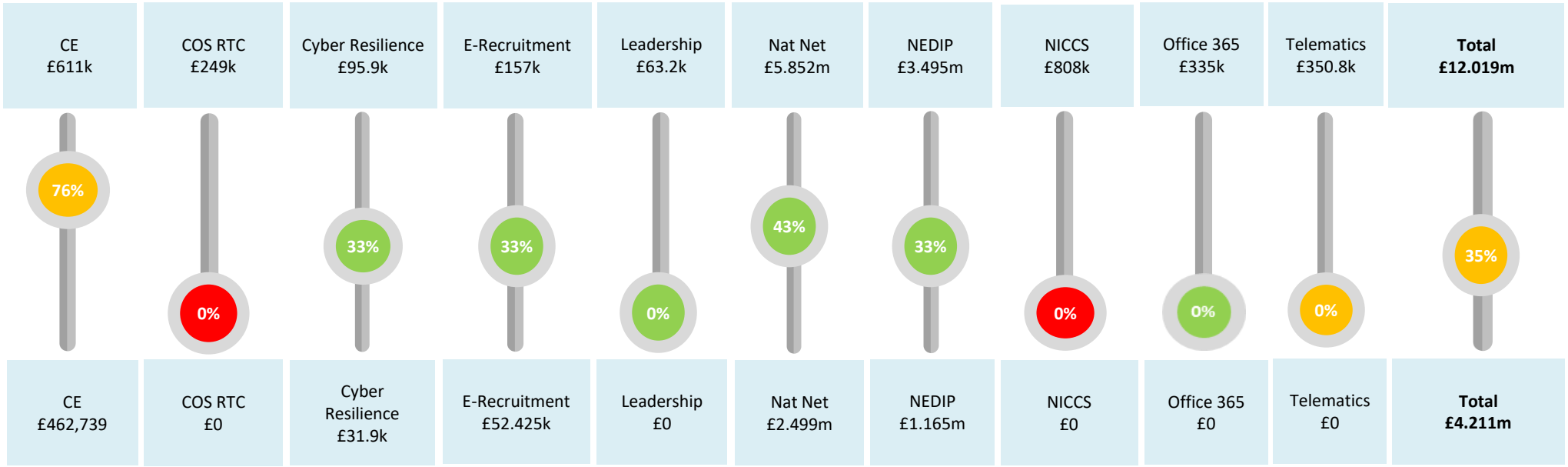
CASHABLE BENEFITS – ACTUALS DELIVERED TO DATE (2022/23-2024/25)

Report Date: 07-Jul-2023 **Portfolio Manager:** Kerri Maciver

The below captures the actual benefits vs planned values within the approved Business Cases to highlight as a percentage how far each project has to go to achieve their anticipated benefits. We are now reporting for a 3-year period, not 6-years.

This month there has been with no change to the Planned Cashable values, but NICCS is now reporting as Red due to delays in delivery which is likely to negatively impact the Cashable Benefit value.

PLANNED BENEFITS AS PER BUSINESS CASE



ACTUALS DELIVERED TO DATE

Blue	Ahead of schedule/Exceeded
Red	Not achieved/Delayed/ CR expected
Amber	Behind schedule/still forecast for delivery
Green	On schedule

OFFICIAL

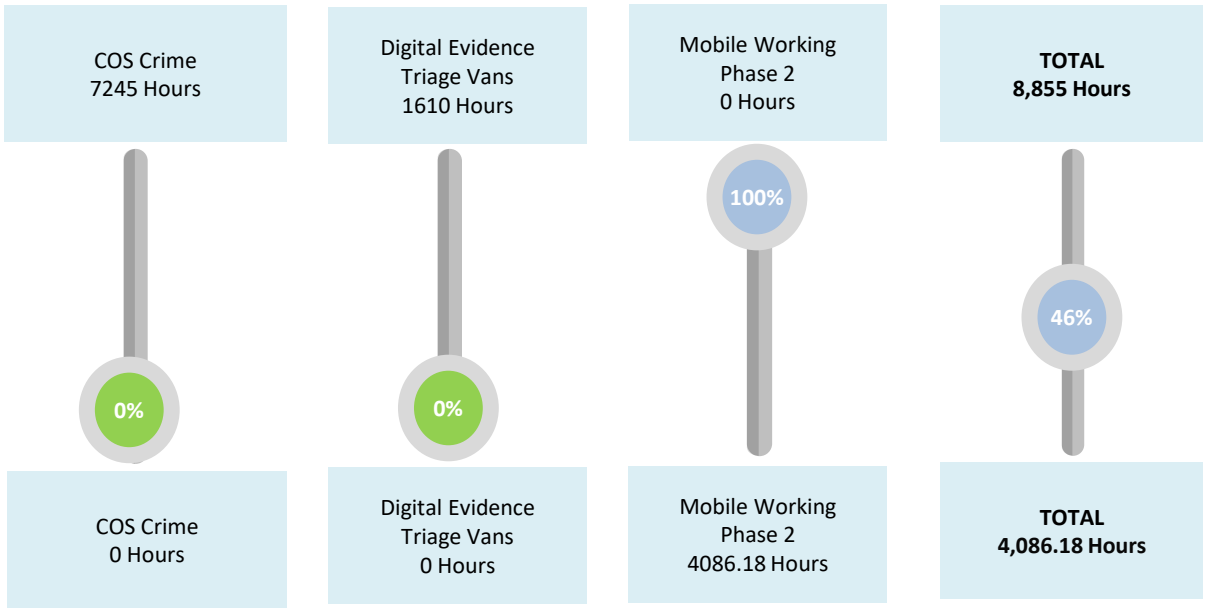
OFFICER EFFICIENCIES – ACTUALS DELIVERED TO DATE (2022/23-2024/25)

Report Date: 07-Jul-2023 **Portfolio Manager:** Kerri Maciver

The below captures the actual benefits vs planned values within the approved Business Cases to highlight as a percentage how far each project has to go to achieve their anticipated benefits. We are now reporting for a 3-year period, not 6-years.

This month there has been no change to Planned or Actual Officer Efficiency values.

PLANNED BENEFITS AS PER BUSINESS CASE



ACTUALS DELIVERED TO DATE

Blue	Ahead of schedule/Exceeded
Red	Not achieved/Delayed/ CR expected
Amber	Behind schedule/still forecast for delivery
Green	On schedule

OFFICIAL

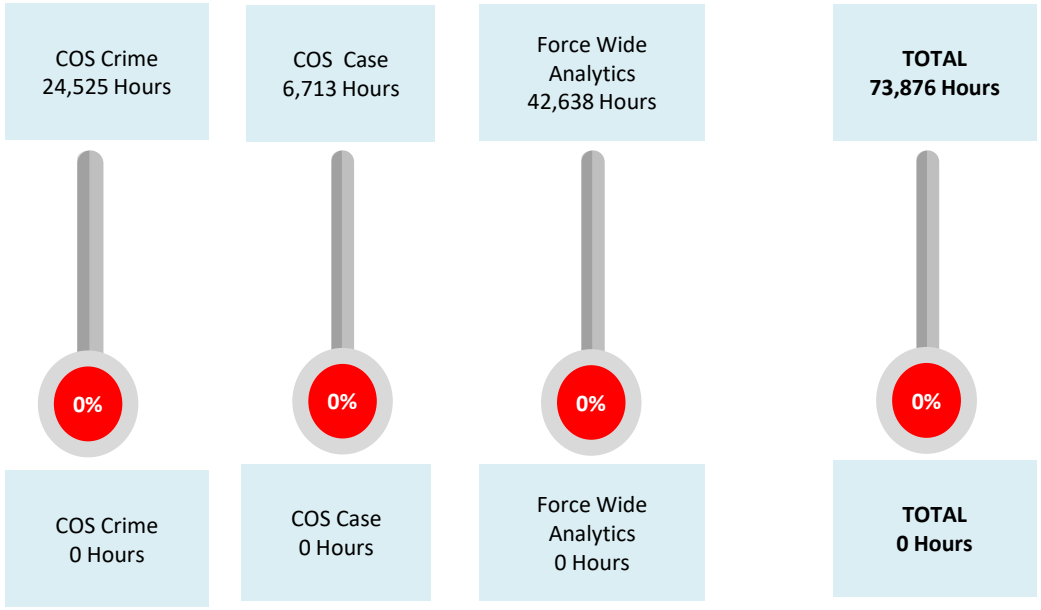
STAFF EFFICIENCIES – ACTUALS DELIVERED TO DATE (2022/23-2024/25)

Report Date: 07-Jul-2023 **Portfolio Manager:** Kerri Maciver

The below captures the actual benefits vs planned values within the approved Business Cases to highlight as a percentage how far each project has to go to achieve their anticipated benefits. We are now reporting for a 3-year period, not 6-years.

This month there has been no change to Planned or Actual Staff Efficiency values.

PLANNED BENEFITS AS PER BUSINESS CASE



ACTUALS DELIVERED TO DATE

RAGs are showing as Red as the 2022/23 benefits to be delivered have not yet been confirmed, and there is an outstanding Change Request for COS RTC.

Blue	Ahead of schedule/Exceeded
Red	Not achieved/Delayed/ CR expected
Amber	Behind schedule/still forecast for delivery
Green	On schedule

OFFICIAL

Risks and Issues

Portfolio Risk Register
July Summary

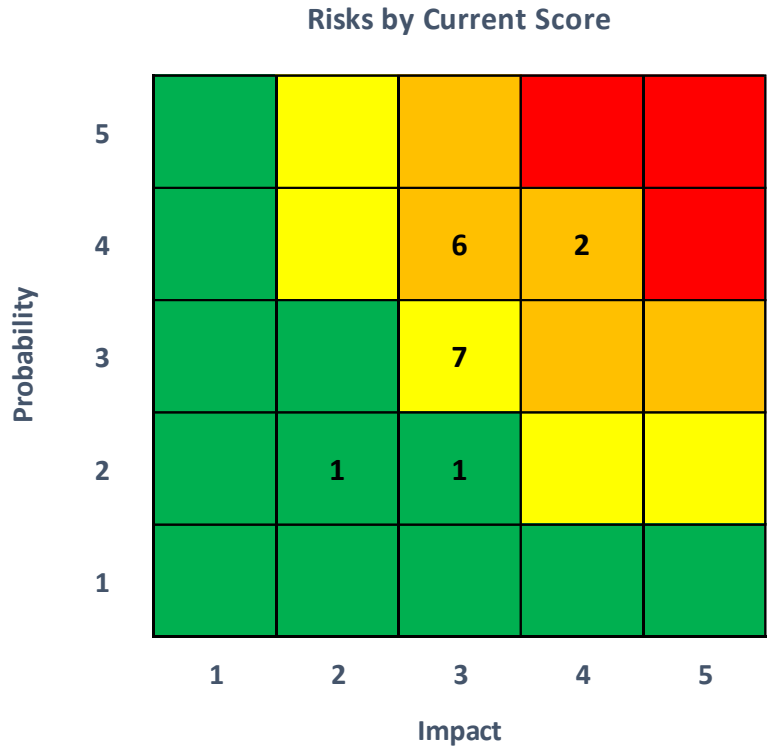
Within the previous reporting period (Jun-23) there were 17 Open risks in the Portfolio Risk Register.

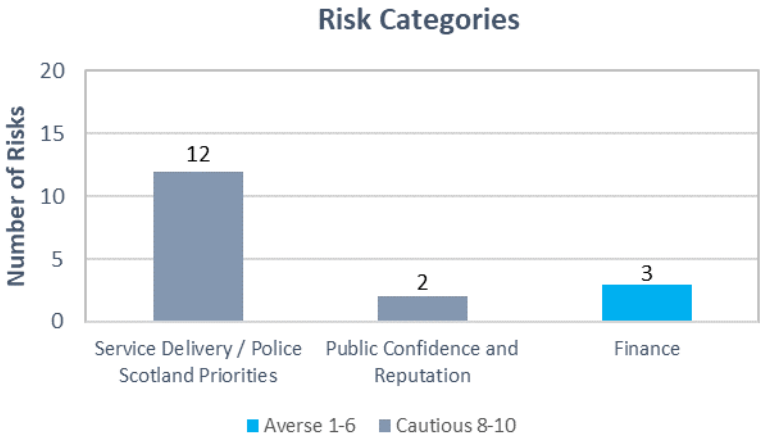
The Portfolio Risk Register for the current reporting period (Jul-23) comprises of 17 Open risks. The following are the changes to the Portfolio Risk Register since previous reporting period:

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

Within the previous reporting period (Jun-23) there was one open Issue in the Portfolio Issue Register.

The Resource review stated within the Issue Action Plan has been completed. The Issue is now proposed for closure followed by the re-opening of R030 Delivery Resources.





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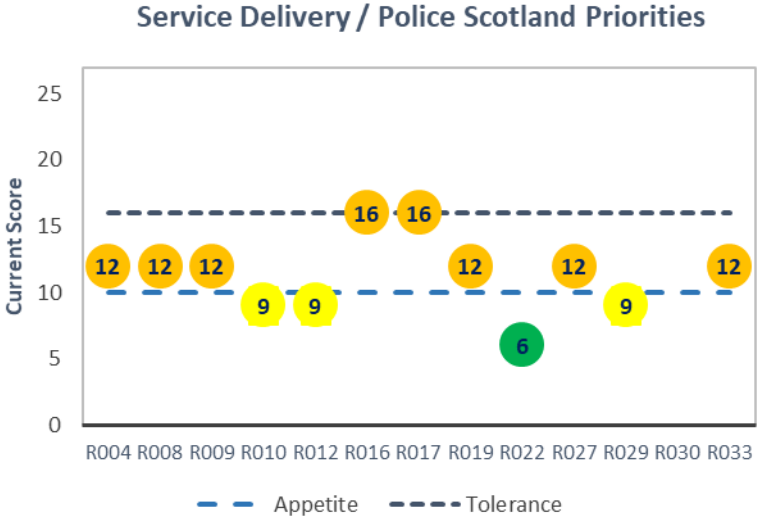
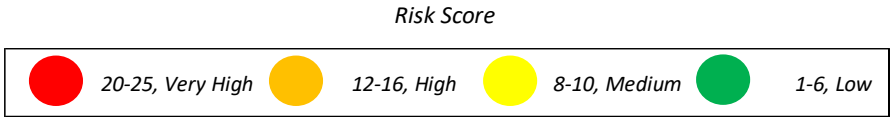
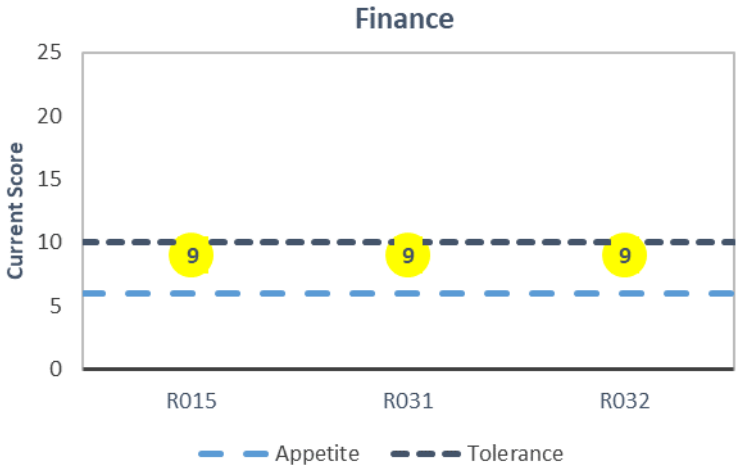
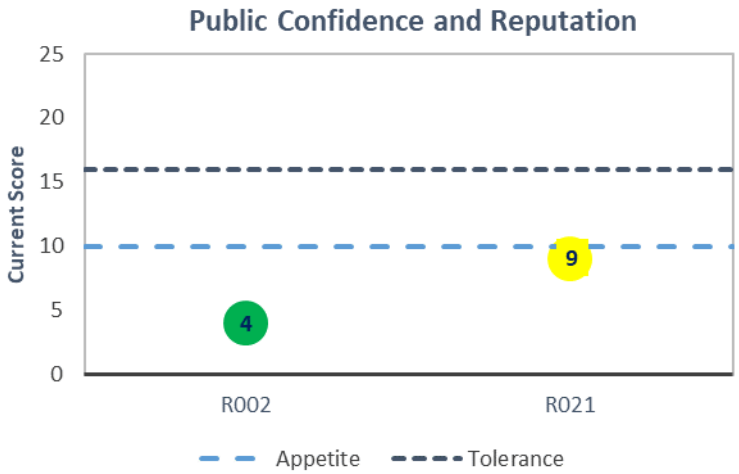
Portfolio Risk Register
July Summary





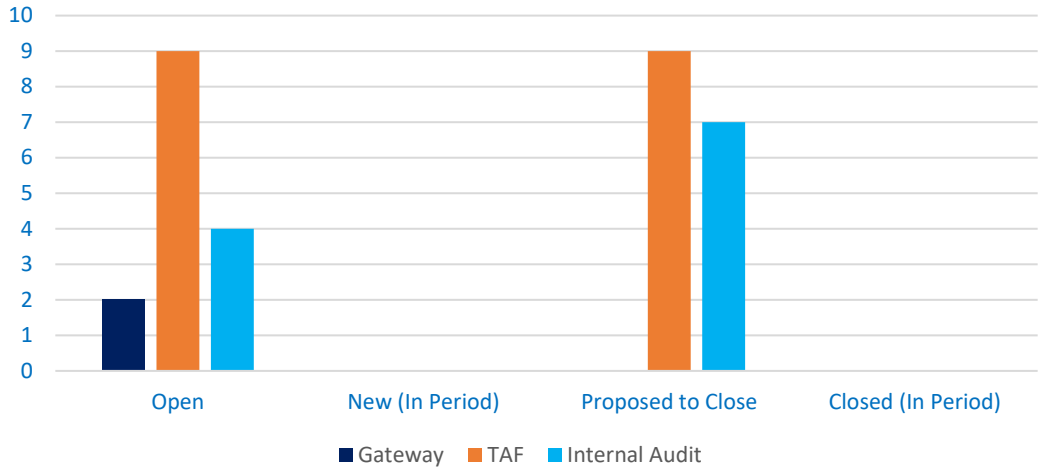
- There are no Risks Outwith Tolerance this month
- Service Delivery / Police Scotland Priorities Risk R033 is proposed for decrease





Portfolio Assurance

Change External Assurance Recommendations



- 16 Recommendations have been proposed to close in this period.
- Recommendations due in the next 3 months are all on track.
- 9 TAF recommendations have been marked as proposed to close, will await confirmation from Scottish Government. These include 5 for the DESC Go Live Gate TAF and 4 for BWV Pre–Procurement/ Follow Up TAF.
- 7 Audit Associated recommendations are marked for propose to close of these 6 are associated with the DESC Readiness Audit undertaken in March.2023 – will await confirmation from Scottish Government.

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

External Assurance:

- No External Review Activity

Internal Assurance:

- PIR: PAF PIR Report in completion

Portfolio Assurance reviewing the future PIR process

- Desktop Review: CERP Review to commence

- Benefit Assurance Review: E-Financials Complete and NICCS ongoing
- Risk Assurance Review: E-Financials Complete

The following Assurance is planned for the next 3 months:

External Assurance:

- There are 3 external assurance activities planned for the next quarter:
  - NICCS Go Live TAF to be scheduled December 2023 / January 2024 - still to be confirmed
  - COS Gateway/TAF Review on Benefits - date to be agreed
  - DESC Follow Up Pilot TAF August 2023

Internal Assurance:

- PIR: EDRMS, Leadership

FINANCE OVERVIEW

TRANSFORMATIONAL PORTFOLIO OVERVIEW

June 23 - Period 3
Financial Year 2023/24

OFFICIAL

Capital

- **Capital Journey 23/24 :**
  - CIG approved Capital Budget allocation of £85.1m in a continued support of a multi-year capital plan delivery.
  - SG funding settlement : GIA £45.5m; Capital Reform £4.6m; Capital receipts £2.9m. Total £53m.
  - No 'other' funding or grants at Period 3.
  - Portfolio is therefore £32.1m over allocated.
  - **Target outturn of £53m**,
  - Finance will closely manage the spend and forecast process throughout the year through an internal monthly rolling forecast and committed spend modelling oversight.
- **Period 3 23/24 position :**
  - **BAU : £15.4m actuals v £20.1m budget**
  - P3 BAU, £4.7m behind budget.
    - Fleet (rolling) : £2.4m behind. Primarily due to timing on delivery of cars paused during March 23.
    - Estates Capital plan : £1.4m behind
    - DD : £0.5m behind (Airwave refresh £0.5m; Desktop refresh £0.2m ahead)
  - **Transformation : £3.0m actuals v £3.7m budget**
  - P3 Transformation, £0.7m budget.
    - DEPP (COS) : £0.4m behind
    - Estates Transformation : £0.6m behind
  - **YTD P3 23/24 v 22/23 : £18.4m v £5.9m**
- **Business Case Governance :**
  - RAG status position represents :
    - Green – fully approved business case / strategy. £64.3m : 76% of portfolio
    - Amber – business case due within 6 months. £16.2m : 19% of portfolio
    - Red – no business case approval not expected within 6 months. £4.7m : 6% of portfolio

CAPITAL	Year to Date			Full Year			Governance		
	Budget	Actuals	Variance	Budget	Actuals	Variance	Green	Amber	Red
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Estates	5.2	3.8	1.4	18.2	3.8	14.3	18.2		
Fleet	9.8	7.3	2.5	14.5	7.3	7.2	14.5		
Digital Division	3.5	3.0	0.5	13.9	3.1	10.8	13.9		
Specialist Policing Equipment	1.0	0.8	0.2	5.0	0.8	4.2	5.1		
Weaponry	0.4	0.3	0.1	2.2	0.3	1.9	2.2		
Forensic Services	0.2	0.2		1.8	0.2	1.6	1.8		
Total BAU	**20.1**	**15.4**	**4.7**	**55.6**	**15.5**	**40.0**	**55.6**	**0.0**	**0.0**
Criminal Justice Service Programme (CJSP)									
Data Drives Digital (DDD)	0.3	0.4	-0.1	3.0	0.4	2.6	2.4		0.9
Digitally Enabled Policing Programme (DEPP)	1.0	0.6	0.4	4.7	0.6	4.1	4.1		0.6
Digital Division				0.9		0.9	0.6		0.3
Modern Contact & Engagment (MC&E)	0.2	0.4	-0.2	0.5	0.4	0.1	0.5		
Local Policing Programme (LPP) - NEDIP									
Estates Transformation Programme (ETP)	1.9	1.3	0.6	15.0	1.3	13.7		15.0	
Rights & Justice Legislative Programme (RJLP)		0.1	-0.1	2.3	0.1	2.2	0.1	0.2	2.0
Technical Surveillance Programme	0.2	0.2		0.4	0.2	0.2	0.4		
Policing in a Digital World				1.5		1.5	0.6	0.2	0.8
Project Weaver									
Other Projects	0.1		0.1	1.2		1.2		0.7	0.3
IFRS16 Accounting adjustment									
Total Transformation	**3.7**	**3.0**	**0.7**	**29.5**	**3.0**	**26.5**	**8.8**	**16.1**	**4.7**
Slippage Management	-2.7		-2.7	-32.1		-32.1			
Total Capital	**21.1**	**18.4**	**2.7**	**53.0**	**18.5**	**34.4**	**64.3**	**16.1**	**4.7**
							76%	19%	6%
GIA				50.1					
Capital receipts				2.9					
Other				0.0					
Total Funding				**53.0**					

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Reform

- **Reform Journey 23/24 :**
  - CIG approved Reform Budget allocation of £36.4m in a continued support of a multi-year reform plan delivery.
  - SG funding settlement : GIA £20m; Additional funding earmarked in Revenue budget to support overall delivery of change and transformation £5m. Total £25m.
  - No 'other' funding or grants at Period 3.
  - Portfolio is therefore £11.4m over allocated.
  - **Target outturn of £25m**,
  - Finance will closely manage the spend and forecast process throughout the year through an internal monthly rolling forecast and committed spend modelling oversight.
- **Period 3 23/24 position : (before slippage)**
  - **Reform : £4.6m actuals v £5.8m budget**
  - P3 Reform, £1.2m behind budget.
  - Adding slippage : £0.1m behind budget
    - Transformation Resource : £0.9m behind on budgeted new FTE not being in role.
    - P&D (YLM) : £0.3m behind due to accrual and financial year reporting Total spend on YLM across financial yeas £0.5m.
  - **YTD P3 23/24 v 22/23 : £4.6m v £4.6m**
- **Business Case Governance :**
  - RAG status position represents :
    - Green – fully approved business case / strategy. £18.7m : 52% of portfolio
    - **Resource** : £12.9m based on fte in role + cost of approved new roles for 23/24 all being filled.
    - Amber – business case due within 6 months. £6.9m : 19% of portfolio
    - Red – no business case approval not expected within 6 months. £10.7m : 29% of portfolio

REFORM	Year to Date			Full Year			Governance		
	Budget	Actuals	Variance	Budget	Actuals	Variance	Green	Amber	Red
	£m	£m	£m	£m	£m	£m	£m	£m	£m
Transformation Resource	3.6	2.7	0.9	17.1	2.7	14.4	12.9		4.2
Digital Division	0.3	0.3		1.4	0.3	1.1	1.4		
Data Drives Digital (DDD)				0.4		0.4	0.4		
Digitally Enabled Policing Programme (DEPP)									
Local Policing Programme (LPP)	0.1		0.1	0.1		0.1	0.1		
Policing in a Digital World (PDW)				1.4		1.4	0.2		1.1
Enabling Police for the Future (EPF)				0.7		0.7	0.3		0.3
Estates Transformation Programme (ETP)	0.2	0.2		5.0	0.2	4.8		5.0	
Modern Contact & Engagment (MC&E)	0.8	0.9	-0.1	1.7	0.9	0.8	1.7		
NE Integration Project (NEDIP)									
Criminal Justice Service Programme (CJSP)									
People & Development Programme (P&D)	0.3		0.3	2.8		2.8	1.2	0.1	1.5
Rights & Justice Legislative Programme (RJLP)									
VR/VER	0.1	0.2	-0.1	1.3	0.2	1.1		1.3	
Technical Surveillance Programme									
Local Policing Programme : FMOR									
Other Projects	0.4	0.3	0.1	4.5	0.3	4.2	0.5	0.5	3.5
Total Transformation	**5.8**	**4.6**	**1.2**	**36.4**	**4.6**	**31.8**	**0.0**	**0.0**	**0.0**
Slippage Management	-1.1		-1.1	-11.4		-11.4			
Total Reform	**4.7**	**4.6**	**0.1**	**25.0**	**4.6**	**20.4**	**18.7**	**6.9**	**10.7**
Core Grant in aid				20.0			52%	19%	29%
Additional Revenue Funding				5.0					
Total Funding				**25.0**					

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Design & Development

Cyber Security Strategy Programme

Report Date: 07-Jul-2023 **Programme Manager:** Peter Shaw

DCO Page Portfolio
SRO CDIO Andrew Hendry

POLICE SCOTLAND
POILEAS ALBA

Previous

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Executive Summary

Data Discovery across Cyber Threat Reduction is nearing completion, targeting August review of Strategic Risk Assessment. This is currently being verified across Digital Division and dependent projects/programmes..

1x ICT PM completed and contract signed with 10 July start.
1x ICT PM progressing through vetting.
Awaiting advert for 1x BSA to be issued.

Unable to progress further on Cyber Security Service Project and undertake discovery on Authentication & Authorisation Project until resource in place - hence current red RAG.

Return to Green Actions

Resources - Recruitment for temporary Project Managers & Business Solutions Analyst roles ongoing 08/23. 1 xCSA role going through vetting - 08/23.

Schedule - Completion of above will return to green 08/23.

Risk - Completion of above will return to green 08/23.

Current Year

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

Project	Milestone	Baseline	Status

There are no milestones in this reporting period

Risk	Current RAG	Current Probability	Current Impact
Programme Resourcing	Amber	3	3
Network Bandwidth	Amber	3	3

Enabling Policing for the Future Programme

Report Date: 07-Jul-2023 **Programme Manager:** Chris Athanasiadis

DCO Page Portfolio
SRO CFO James Gray

Project detail on slide 76

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POILEAS ALBA

Previous		Current		Forecast	
Schedule		Schedule		Schedule	
Risks		Risks		Risks	
Benefits		Benefits		Benefits	
Resources		Resources		Resources	
Financials		Financials		Financials	
Overall RAG		Overall RAG		Overall RAG	

Project	Milestone	Baseline	Status

There are no milestones in this reporting period

Risk	Current RAG	Current Probability	Current Impact

There are no programme risks outwith tolerance

Name	Previous	Current	Forecast
eFinancials Upgrade and Cloud Migra…			

Executive Summary

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Work continues to finalise the Programme Brief, Meeting planned for 25/08, this has been delayed due to annual leave, with CDIO / CFO / Director of P&D to finalise Programme Brief, thereafter this will be presented at PMG and CB.

The Programme Board is being established and TOR is drafted and out for comment to stakeholders

Estates Asset Management has been identified as a priority deliverable, SRO in discussion with stakeholders to investigate potential means of expediting delivery out with the scope of the EPF Programme.

Evaluation of the Digital Division resources tender bid concluded; supporting FBC is in production. Information on the exact governance document for Support Partner is pending. Resource - PMs identified, and both accepted the offer; BAs' recruitment is ongoing.

Return to Green Actions

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£315,360	£0	£0	£0

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Local Policing - Service Delivery Review Programme

Report Date: 07-Jul-2023 **Programme Manager:** Campbell Moffat

DCC Graham Portfolio
SRO ACC Tim Mairs

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POILEAS ALBA

Previous

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Executive Summary

User Research activity in N Division will finish this month. The focus then switches onto the analysis and sense making of the data and insights we have gathered and correlating them with other data sources.

To coordinate this activity and deliver we need the right skills sets. Staff recruitment risk has materialised and an Issue Form raised.

A CR to extend Discovery Timelines (due to resource constraints) will be presented to PMG. Expected to Change Board 09/23

Transformation Resource request has been submitted to extend advertised FTC from 6 to 12 months. Officer resource paper approved at PB, now going to LPPB and LPMB.

Return to Green Actions

Resources and Schedule. CR pending to extend baseline schedule out by ~ 6 months to address the resource shortfall and the impact it has on current schedule. RTG date based on assessment is October 2023 – allowing for recruitment and onboarding to be completed.

Project	Milestone	Baseline	Status

There are no milestones in this reporting period

Risk	Current RAG	Current Probability	Current Impact
SDR/053 - Expediting the outputs of Discovery.	Amber	4	4
SDR/001 - Directed Delivery of Scope	Amber	3	5
SDR/026 - SPA Support	Green	1	5

Project	Previous	Current	Forecast
LP SDR Discovery			

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£100,000	£0	£0	£0

OFFICIAL

National Law Enforcement Data Service (NLEDS)

Report Date: 07-Jul-2023 **Project Manager:** Laura Stewart

DCC Connors Portfolio
SRO ACC Speirs /CDIO Andrew Hendry

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Previous

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Current

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Forecast

Schedule
Risks
Benefits
Resources
Financials

Overall RAG

Executive Summary

FBC approved at July Change Board and will be taken to SPA Policing Performance Committee for noting.

RBAC Input sessions held with Divisional Change Leads, outlining requirements from Divisions to identify roles requiring access. RBAC spreadsheets circulated to Divisions for completion by end July.

Property Training Focus Groups established with Property training materials being reviewed by users.

Engagement with business areas re Property adoption completed, no negative comments on proposed timescales and adoption.

Work being progressed regarding Gateways consolidation.

Working with Info Assurance to ensure governance documentation incl. LEDS JCA, DPAs and DPIAs are in place.

Return to Green Actions

Resources - Recruitment for replacement BIL in progress. Project team progressing critical Change Impact Assessment tasks in the interim – Date for replacement unknown Comms Officer identified but awaiting allocation – No confirmed start date

LTD Resources challenge raised as Issue – liaison continues with LTD for resolution, Project team managing short term however resources are required. 10/23.

Milestone	Baseline	Schedule/Actual	Status
Gate 3 – Business Case/Design Complete	-	04-Jul-2023	Complete

Risk	Current RAG	Current Probability	Current Impact
RBAC NLEDS 023 LEDS RBAC Strategic Direction	Red	4	5
TRAINING NLEDS 016 LTD resources to deliver training	Red	4	5
TRAINING NLEDS 024 Home Office Training Materials	Amber	4	4

Current Year

Budget	Future Forecast	Actuals to Date	EAC
£500,000	£0	£0	£0

OFFICIAL

Strategic Efficiency and Redesign Review Programme

Report Date: 07-Jul-2023 **Programme Manager:** Leila Ritchie

DCC Graham Portfolio
SRO CDIO Andrew Hendry

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POILEAS ALBA

Previous

Schedule	
Risks	
Benefits	
Resources	
Financials	
Overall RAG	

Current

Schedule	
Risks	
Benefits	
Resources	
Financials	
Overall RAG	

Forecast

Schedule	
Risks	
Benefits	
Resources	
Financials	
Overall RAG	

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

Risk	Current RAG	Current Probability	Current Impact
There are no programme risks outwith tolerance			

Executive Summary

OCCTI Implementation: Recruitment ongoing for a Project Manager, Intel prioritisation on hold until unit realignment is complete (due end of August). Small number of OCCTU activities are progressing.

Broader Rollout: Procurement documents are being prepared in readiness for tender activity - Awaiting approval to publish. OCCTI Oversight Group scheduled 07/07, challenges in relation to forthcoming procurement, resource, data & operational readiness and governance are to be discussed with CDIO, CFO and Director of P&D.

Return to Green Actions

Schedule & Resources: Approval, recruitment and onboarding of core resource (internal & external) due by 12/23.

Current Year

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

OFFICIAL

Appendices

Business Case Pipeline

BUSINESS CASES - SUMMARY

			DMB	Change Board					SPA
Programme	Project	Project Stage	PPA (Demand Management Board)	BJC	IBC	FBC	Change Requests	EPR	SPA AO/RC
Cyber Security	Cyber Security Service Project	Gate 1 - PPA	13/04/2023						
Estates Transformation	Alpha	Gate 2 - IBC			05/09/2023	06/08/2024			15/11/2023
Estates Transformation	Kirkcaldy	Gate 2 - IBC			03/10/2023	01/04/2025			15/11/2023
Estates Transformation	Oban - Long Term Solution	Gate 2 - IBC			02/05/2023	05/12/2023			20/02/2024
Estates Transformation	Quest	Gate 2 - IBC			02/05/2023	27/02/2024			13/03/2024
Others	Resource Deployment Units (RDU)	Gate 2 - IBC	13/08/2020						
Others/Legislation	United Nations Convention on Rights of a Child (UNCRC)	Gate 2 - IBC	12/08/2021		31/10/2023	20/02/2024			15/11/2023
Others/Legislation	Hate Crime and Public Order (Scotland) Act 2021	Gate 2 - IBC	17/03/2022		04/04/2023	31/10/2023			15/11/2023
Policing in a Digital World Programme	Cyber Training and Capability	Gate 2 - IBC	09/09/2021		02/05/2023	05/12/2023			20/02/2024
	Digital Forensics Redesign	Gate 2 - IBC	13/05/2022		05/09/2023	05/03/2024			15/11/2023
Transforming Corporate Support Services	Force Middle Office Remodelling (FMOR)	Gate 2 - IBC	09/09/2021						
Others/Legislation	Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019 (VW)	Gate 3 - BJC	17/06/2020	31/10/2023					15/11/2023
Policing in a Digital World Programme	Critical Issues	Gate 3 - BJC	14/10/2021		05/09/2023				15/11/2023
Policing in a Digital World Programme	Digital Forensics, Triage Vans	Gate 3 - BJC	13/05/2023	04/04/2023					
Policing in a Digital World Programme	Digital Forensics, Digital Evidence Dogs	Gate 3 - BJC	13/05/2023	04/07/2023					
Digitally Enabled Policing Programme	Body-Worn Video (BWV) National	Gate 3 - FBC	11/11/2021		01/11/2022	05/12/2023			20/02/2024
Others/Legislation	Domestic Abuse (Protection) (Scotland), (DAPS)	Gate 3 - FBC	11/02/2021		31/10/2023	30/01/2024			15/11/2023
People and Development	Virtual First	Gate 3 - FBC	10/06/2021						
Others	National Law Enforcement Data Service (NLEDS)	Gate 3 - FBC				04/07/2023			AO TBC

Key: **Blue** – Completed **Green** - Target Date

BUSINESS CASES - SUMMARY

			DMB	Change Board					SPA
Programme	Project	Project Stage	PPA (Demand Management Board)	BJC	IBC	FBC	Change Requests	EPR	SPA AO/RC
Criminal Justice Reform Programme	Digital Evidence Sharing Capability (DESC)	Delivery	06/09/18		10/06/2019	06/07/2021	TBC		TBC
Data Drives Digital	Data - Force Wide Analytics	Delivery	16/03/2020		08/04/2020	03/11/2020	05/09/2023	05/12/2023	15/11/2023
Data Drives Digital	Master Data Management (MDM)	Delivery	01/08/2017		02/07/2019	03/11/2020	05/09/2023	05/12/2023	15/11/2023
Data Drives Digital	GDPR (Structured & Unstructured Data)	Delivery	12/03/2020		08/04/2020	03/11/2020	05/09/2023	31/10/2023	15/11/2023
Digital Division	Criminal History Scotland (CHS) Refresh	Delivery	13/05/2021			31/08/2021	04/04/2023		14/06/2023
Digital Division	Microsoft Office 365	Delivery	29/08/2019		06/07/2021	29/11/2022			07/02/2023
Digital Division	Process Automation Vetting (PAV)	Delivery		01/06/2021			03/10/2023		15/11/2023
Digitally Enabled Policing Programme	COS: Data Migration	Delivery	30/09/2017		01/05/2018	06/07/2021			
Digitally Enabled Policing Programme	COS: Phase 2: Crime	Delivery	30/09/2017		01/05/2018	06/07/2021	01/08/2023		08/08/2023
Digitally Enabled Policing Programme	COS: Phase 1: Insight	Delivery	30/09/2017		01/05/2018	06/07/2021	01/08/2023		08/08/2023
Digitally Enabled Policing Programme	COS: Phase 2: Warrants	Delivery	30/09/2017		01/05/2018	06/07/2021	01/08/2023		08/08/2023
Digitally Enabled Policing Programme	COS: Phase 2: Direct Measures	Delivery	30/09/2017		01/05/2018	06/07/2021	01/08/2023		08/08/2023
Digitally Enabled Policing Programme	COS: Phase 2: CASE Management, E-Citations	Delivery	30/09/2017		01/05/2018	06/07/2021	01/08/2023		08/08/2023
Digitally Enabled Policing Programme	COS: Phase 2: Productions	Delivery	30/09/2017		01/05/2018	06/07/2021	01/08/2023		08/08/2023
Enabling Policing for the Future	eFinancials v6 Upgrade	Delivery	13/03/2022	31/01/2023					
Enabling Policing for the Future	Upgrading Fleet Management Solution and Migrating to the Cloud	Delivery	09/02/2023	TBC					

Key: **Blue** – Completed **Green** - Target Date

BUSINESS CASES - SUMMARY

			DMB	Change Board					SPA
Programme	Project	Project Stage	PPA (Demand Management Board)	BJC	IBC	FBC	Change Requests	EPR	SPA AO/RC
Local Policing	Service Delivery Review	Delivery		22/06/2022					
Modernising Contact and Engagement	National Integrated Communications Control Systems (NICCS)	Delivery			16/07/2018	04/10/2018	03/10/2023		15/11/2023
Modernising Contact and Engagement	Unified Communications and Contact Platform (UCCP)	Delivery	01/05/2018		27/09/2019	05/10/2021	05/09/2023		15/11/2023
Modernising Contact and Engagement	Contact, Engagement and Resolution Project (CERP)	Delivery	11/02/2021		01/06/2021.	01/12/2021.	04/04/2023		
Others	Analysis & Demand Transformation	Delivery			02/03/2021	05/04/2022			
Others/Legislation	Age of Criminal Responsibility (Scotland) Act 2019 (ACRA)	Delivery	22/03/2019		16/06/2020	26/01/2021	06/06/2023	30/01/2024	20/02/2024
Policing in a Digital World Programme	ISO 17025 Enhancing Digital Forensics	Delivery	08/12/2020	04/05/2021			01/03/2023		
Technical Surveillance	Case Management System (CMS)	Delivery	25/07/2019	24/10/2019			04/10/2022	05/09/2023	15/11/2023
Technical Surveillance	Specialist Training	Delivery	04/08/2022						
Criminal Justice Services Division	Custody Remodelling	Gate 6 - Closure			05/04/2018	07/06/2018	05/09/2023	05/09/2023	15/11/2023
Criminal Justice Services Division	Productions Remodelling	Gate 6 - Closure			05/04/2018	07/06/2018	31/01/2023	03/10/2023	15/11/2023
Data Drives Digital	Chief Data Officer Target Operating Model (CDO TOM)	Gate 6 - Closure	01/08/2017			03/11/2020	01/08/2023	01/08/2023	08/08/2023
Digital Division	Cyber Resilience	Gate 6 - Closure			06/02/2019	05/11/2019	04/10/2022	01/03/2023	14/06/2023
Digitally Enabled Policing Programme	Mobile Working (Phase 2)	Gate 6 - Closure	29/09/2017		.	04/08/2020	31/01/2023	31/01/2023	09/03/2023
Others	Procure 2 Pay (P2P)	Gate 6 - Closure	01/10/2018	08/11/2018				04/04/2023	14/06/2023
Others	Sex Offenders Policing Unit (SOPU) / Offender Management Unit (OMU)	Gate 6 - Closure		20/09/2019				03/10/2023	15/11/2023

Key: **Blue** – Completed **Green** - Target Date

BUSINESS CASES - SUMMARY

Programme	Project	DMB		Change Board					SPA
		Project Stage	PPA (Demand Management Board)	BJC	IBC	FBC	Change Requests	EPR	SPA AO/RC
Forensic Services - Approvals via SPA and not Change Board - FOR INFO ONLY									
Forensic Services	Forensic Service - Data Migration and Governance	Gate 2 - IBC			11/04/2023	30/06/2023		01/07/2024	
Forensic Services	FS Core Operating Solutions	Gate 2 - IBC			31/05/2023	01/11/2023		01/07/2026	
Forensic Services	Forensic Service - Deployment of Scene Examination	Delivery			19/04/2021	29/09/2021		31/08/2023	
Forensic Services	Forensic Service - Operating Model Project	Delivery			15/09/2020	19/04/2021		31/03/2025	
Forensic Services	Forensic Service - Project Weaver (Post Mortem Toxicology)	Gate 6 - Closure						31/07/2023	

Key: **Blue** – Completed **Green** - Target Date

Digital, Change & Transformation

National Change Event – Review

June 2023

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE AUTHORITY

National Change Event – 29th June 2023

"..An excellent event, the stalls provided a great opportunity to discuss the operational changes in more detail.."

Detective Inspector | A Division

"..My level of understanding after this event has greatly improved – it was really interesting to see the ambition of the organisation at first hand. A repeat of these events would be welcomed as it's far more memorable than looking at the intranet.."

Chief Inspector | Q Division

"..A great overview of positive work that is ongoing across the Force, and which is unknown by most. I'm more aware of the changes now and will make sure my area contributes to future engagement sessions.."

Inspector | OSD Division

".. I had some low level awareness prior to this event and always felt disconnected from the centre of where the Force is striving to be. This event was very helpful in filling the gaps of my understanding and there were lots to take back to my colleagues.."

Chief Inspector - C3 Division

"..The inputs were aimed at the right level of context, detail and awareness. Information easy to understand and more importantly I'll be able to take back to my Team."

Inspector | V Division

POLICE SCOTLAND POILEAS ALBA | National Change Event

National Change Event – 29th June 2023

"..The event was very informative and enjoyable, I liked the breakdown of stalls and the interactions with the Projects were pitched perfectly with time and information.."

Chief Inspector | L Division

"..Engagement from Executive and specialist stalls were well timed and positive in tone.. An enjoyable day and a worthwhile trip down to the College.."

Detective Inspector | N Division

"..The inputs and stall discussions helped dispel rumours that I'd heard about many of the projects. I now have a much better and accurate understanding of where the Force is heading.."

Response Inspector | E Division

"..Terrific event, and honestly, every aspect was beneficial. Helped broaden my knowledge and allowed me to build on contacts that will be useful when returning to Division.."

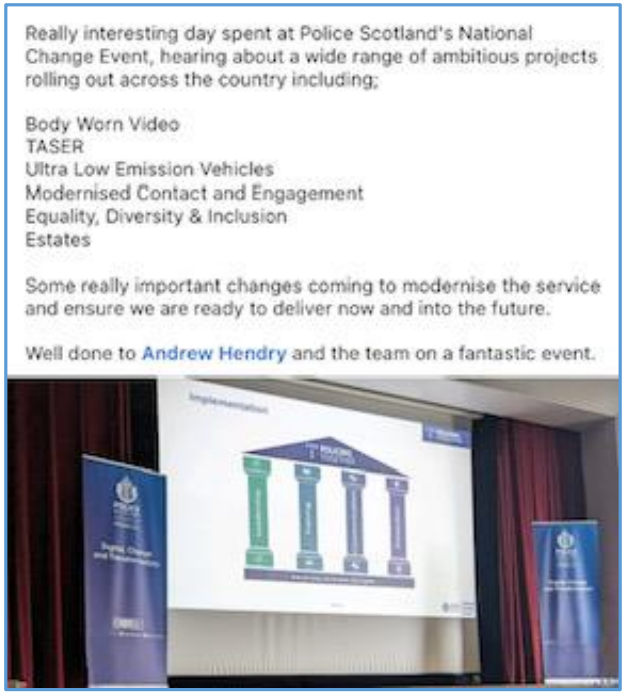
Detective Inspector - SCD OCCTU | Scottish Crime Campus

"..Body Worn Video – Just get it done!.."

Community Inspector | K Division

POLICE SCOTLAND POILEAS ALBA | National Change Event

National Change Event – 29th June 2023



LinkedIn | Response Inspector | G Division

"..A well organised event - interactive, informative and memorable. Good to allow plenty discussion with the Stalls and hear Executive members talk about the vision for the Future.."

Response Inspector | U Division

"..The stalls were superb. What a great opportunity to ask questions to those who know the detail and aren't afraid to be honest. One of few events that are memorable for all the right reasons!.."

Detective Inspector | P Division

"..My limited knowledge has been much enhanced by the inputs and stall engagement"

Inspector | PSD Division

"..A well structured and valuable day with inputs from Executive members alongside a great many Projects – all of which are contacts now when I need to ask more questions on returning to the day-job. A very worthwhile use of my time.."

Detective Inspector | Road Policing OSD Division

POLICE SCOTLAND POILEAS ALBA | National Change Event