



Agenda Item 4.2

Meeting	SPA Resources Committee
Date	13 February 2025
Location	Video Conference
Title of Paper	Change Portfolio Oversight Report
Presented By	Jane Connors, DCC Local Policing/ Colin Maciver, Head of Portfolio Delivery - Change
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix 1 - Q3 Change Portfolio Oversight Report

PURPOSE

The paper is presented in line with the Scottish Police Authority Committee Terms of Reference.

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

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

1. BACKGROUND

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

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Further detail is contained within the attached appendix.

3. FINANCIAL IMPLICATIONS

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

4. PERSONNEL IMPLICATIONS

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

5. LEGAL IMPLICATIONS

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

6. REPUTATIONAL IMPLICATIONS

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

7. SOCIAL IMPLICATIONS

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

8. COMMUNITY IMPACT

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

9. EQUALITIES IMPLICATIONS

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

10. ENVIRONMENT IMPLICATIONS

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

RECOMMENDATIONS

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

Change Portfolio Executive Summary



Portfolio Summary:

The overall Portfolio status remains Amber.

Resourcing: 17 vacant roles across the Change team.

Programmes and Projects continue to progress activity in line with agreed priorities and budgets. BDO Audit of Change ongoing, due to complete January 2025

Summary of Key Activity:

Modernising Contact & Engagement Programme

National Integrated Communication Control System funding has been secured until 03/25. Work underway to develop further funding requirements based upon ongoing work with current supplier.

Digitally Enabled Policing Programme:

Body Worn Video National Solution – High level core design has been approved. Integration design complete and will be presented for approval at the end of 01/25. Network infrastructure is on track for D Division Go Live. We are working with the supplier to resolve defects.

COS Phase 3 is progressing to plan. COS Phase 2 remains open until EPR is brought through governance 04/25

Data Drives Digital Programme:

Master Data Management due in delivery phase, with a target completion 03/25

Force Wide Analytics in testing ahead of implementation in Q1 2025 (calendar year).

GDPR closure activity underway, due to formally close 03/25

Digital Division Programme:

Criminal History Scotland Refresh remains red, due to change of scope.

Office 365 has moved to amber due to remaining deliverables falling out with time tolerance.

Mobile Negotiator Application approved in principle pending the resolution of legal queries. Although conversations with Legal have identified a way forward, further contract work is required through procurement regarding contract variation.

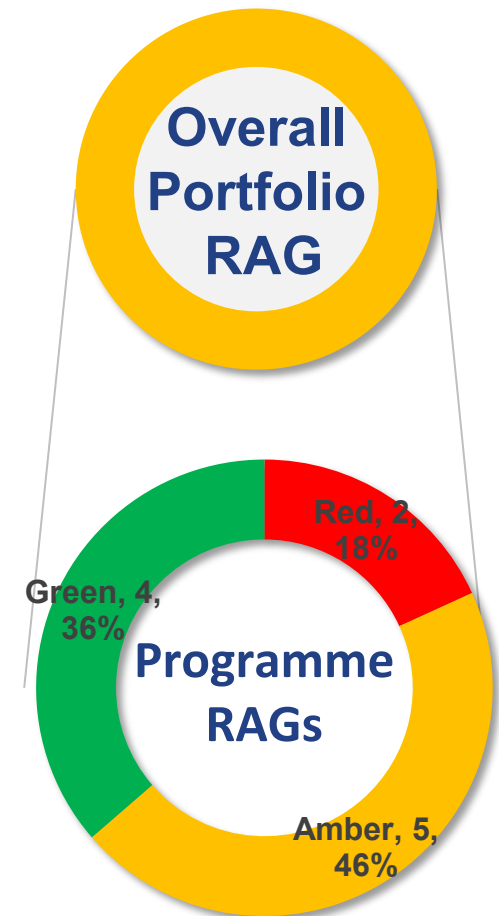
Policing in a Digital World Programme:

Cyber Choices Scotland BJC submitted for approval 02/25

Stand Alone Projects:

Digital Evidence Sharing Capability - D, C, P, N & A Divisions live using DESC. On track for roll out to E & J Divisions 01/25

National Law Enforcement Data Services – LEDS Dual running costs for 2025/26 confirmed, 45% increase to PSoS.



Summary by Programme



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

There are 10 programmes which are comprised of a number of supporting projects, the detail of which can be seen in annex two.

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

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

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

- Enabling Policing for the Future Programme;
- Modernising Contact and Engagement Programme

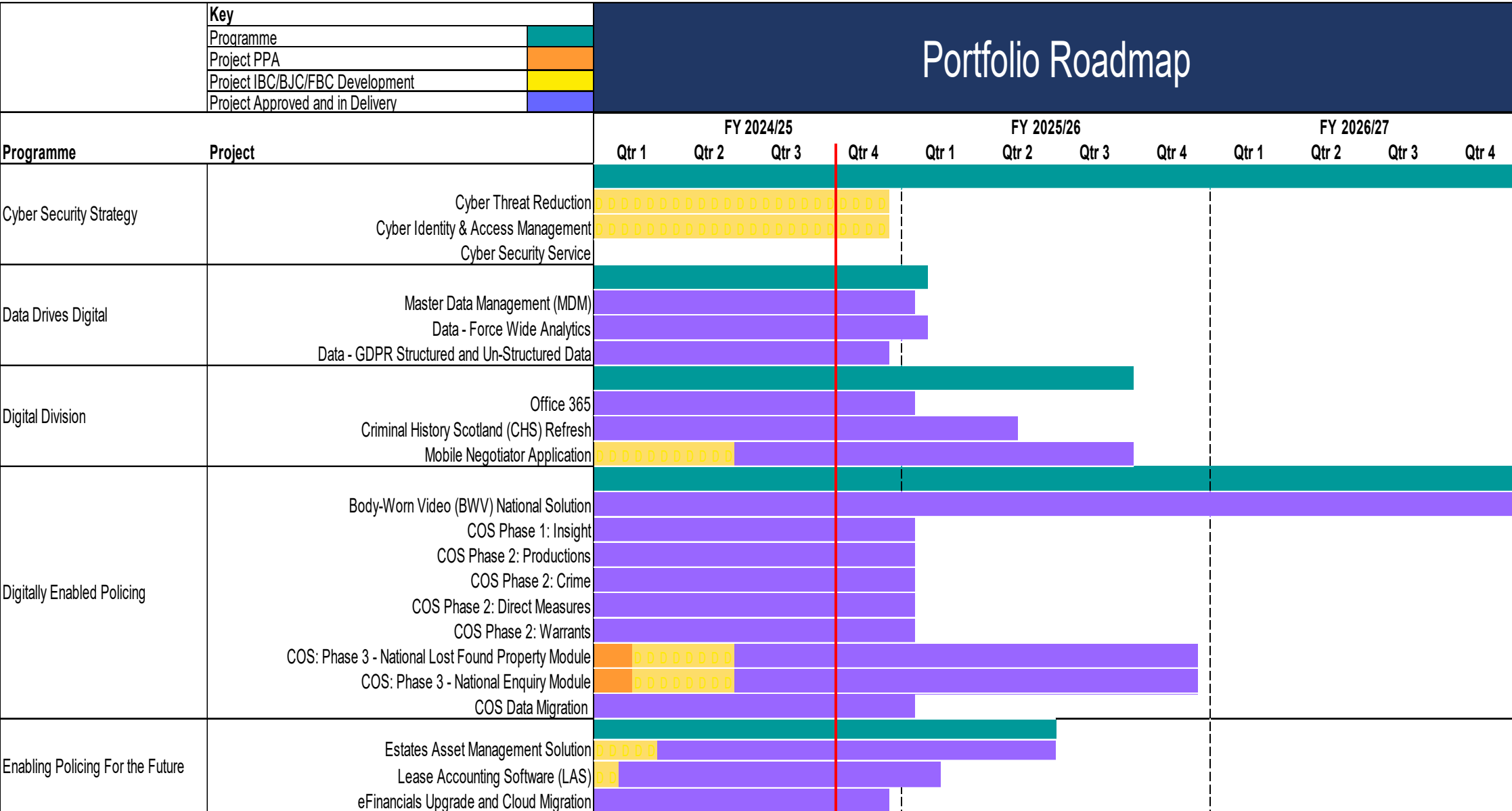


Portfolio Roadmap

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

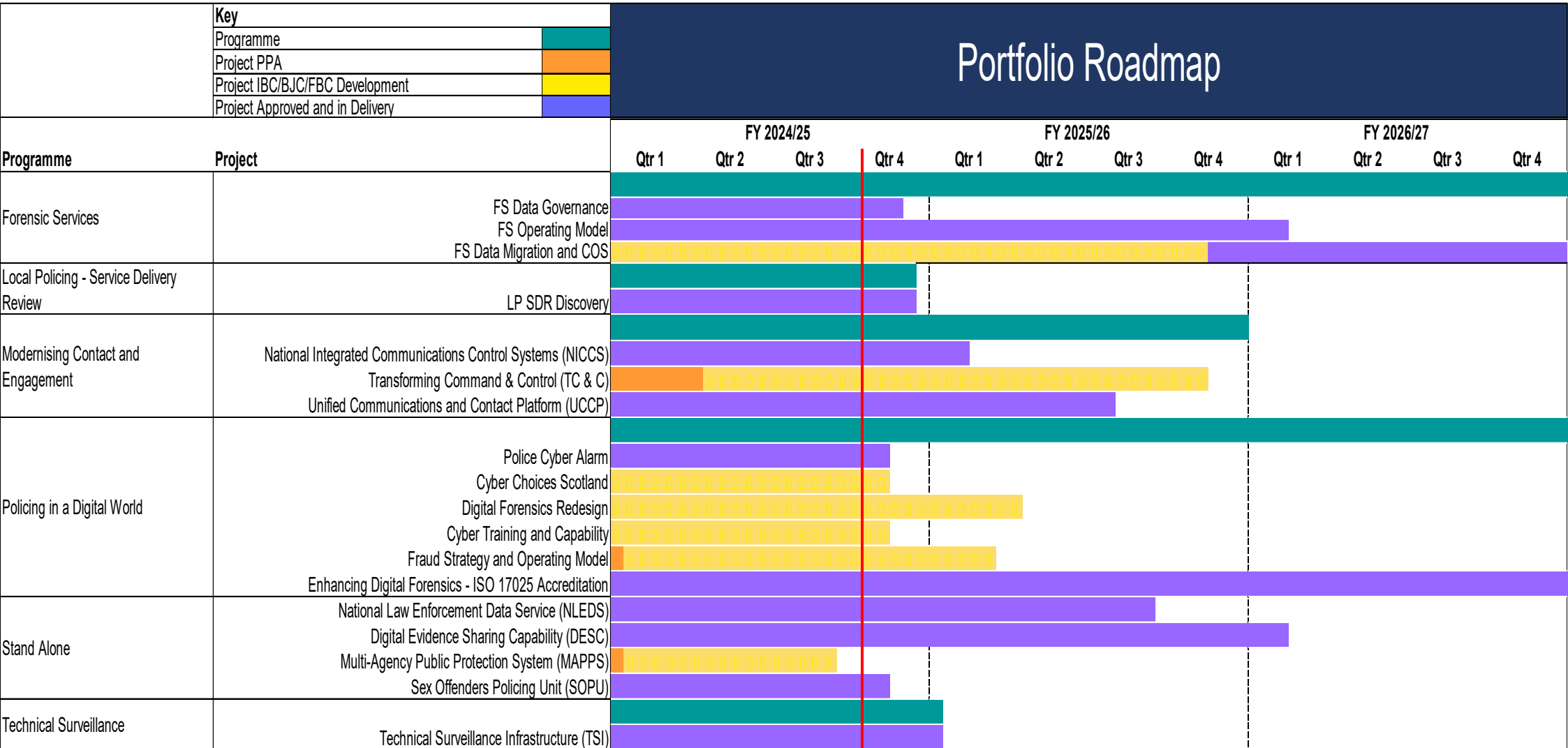
It shows more detail of the governance and delivery plans with a higher-level roadmap for the next five years.

Portfolio Roadmap



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

Portfolio Roadmap



Portfolio Roadmap

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

Portfolio Roadmap

3 Year Strategic View



1

2024/25

Business Case Development

- Estates Asset Management
- Cyber Identity & Access Management
- Cyber Threat Reduction
- Cyber Training and Capability
- Cyber Choices Scotland
- Multi Agency Public Protection System
- Mobile Negotiator Application
- COS Phase 3 (Natl. Enquiry / Natl. Lost & Found)
- FS Data Migration and COS
- Fraud Strategy & Operating Model
- Digital Forensics Redesign

Go Live

- Data - Force Wide Analytics
- Master Data Management
- Digital Evidence Detection Dogs
- Digital Forensic Triage Vans
- Technical Surveillance Infrastructure
- National Integrated Communications Control Systems
- Force Wide Analytics
- eFinancials Upgrade and Cloud Migration
- Lease Accounting Software
- FS Data Governance

Closure

- Master Data Management
- Data – GDPR Structured and Un-Structured
- eFinancials Upgrade and Cloud Migration
- FS Data Governance
- Contact Engagement Resolution Project
- Digital Evidence Detection Dogs
- Digital Forensic Triage Vans
- Technical Surveillance Infrastructure
- Case Management System
- Cyber Security Service
- Sex Offenders Policing Unit

2

2025/26

Business Case Development

- FS Data Migration and COS
- Digital Forensics Redesign
- Fraud Strategy & Operating Model
- Transforming Command & Control

Go Live

- Criminal History Scotland Refresh
- Body-Worn Video National Solution
- National Law Enforcement Data Service
- COS Phase 3 (Natl. Enquiry / Natl. Lost & Found)
- Unified Communications and Contact Platform
- Mobile Negotiator Application

Closure

- Office 365
- Criminal History Refresh
- Police Cyber Alarm
- National Law Enforcement Data Service
- Multi Agency Public Protection System
- FS Operating Model
- National Integrated Communications Control Systems
- COS Phase 3 (Natl. Enquiry / Natl. Lost & Found)
- Unified Communications and Contact Platform
- Mobile Negotiator Application
- Force Wide Analytics
- COS Phase 2
- Estates Asset Management Solution
- Lease Accounting Software

3

2026/27

Business Case Development

- N/A

Go Live

- N/A

Closure

- FS Operating Model
- Digital Evidence Sharing Capability



Programme Delivery Analysis

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

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

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

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

RED

Enabling Policing for the Future Programme

Programme Schedule RAG is reflective as eFinancials, Lease Accounting Software (LAS) and Estates Asset Management System are reporting Red (Schedule).

It is anticipated that programme RAG Status will be amended by 02/25 where the LAS Change Request (CR) will be approved at the Change Board; and eFinancials and Estates Asset Management System will be in a position to decide and draft their CRs.

Modernising Contact and Engagement Programme

Programme Schedule RAG is reflective of delays experienced; NICCS project having an outstanding issue which is being investigated with the supplier. A Change Request (CR007) is being drafted to allow for delivery of the NICCS product nationwide. Fortnightly ACC/ DCC meetings are being held with fortnightly escalation reporting onto SPA.

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

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

RED

Modernising Contact and Engagement Programme

Risk	Current RAG	Current Probability	Current Impact
TCC001- Availability of Project Resources	Amber	4	4
MCE001: Programme Resources	Amber	4	4
MCE007: Enabling Projects - Deliverables	Amber	4	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 Local Policing – Service Delivery Review	●
3 Forensic Services Change Programme	●
4 Data Drives Digital Programme	●
5 Digitally Enabled Policing Programme	●
6 Digital Division Programme	●
7 Modernising Contact and Engagement Programme	●
8 Policing in a Digital World Programme	●
9 Technical Surveillance Programme	●
10 Cyber Security Strategy Programme	●

AMBER

Modernising Contact and Engagement Programme

The approval of the NICCS and UCCP Change Requests rebaselined their Cashable Benefit values in line with the Finance Team’s revised Forecasts during Q2 2024/2025. The UCCP benefit values also incorporate a savings review conducted by the project team in Q3.

Additionally, a new Change Request (007) for NICCS will be developed to support the decision made in 12/24.

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

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

AMBER

Policing in a Digital World Programme

Cyber Training & Capability Submission to Resource Deployment Group to follow and once approved recruitment exercise can proceed.

Cyber Security Strategy Programme

Vacancies still to be filled for Architect, two Analysts and Technical Service Officer.

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

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

AMBER

Enabling Policing for the Future Programme

Change Request submitted in relation to additional cost requests and timeline extension for Lease Accounting Software (LAS).

Modernising Contact and Engagement Programme

Additional funding required to support NICCS due to delays occurred.



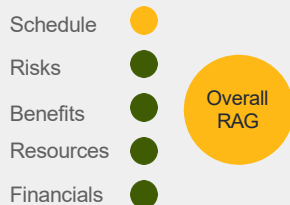
Programme Exception Reporting

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

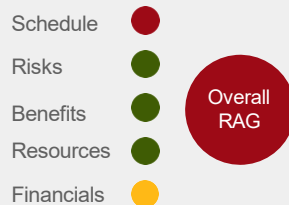
It provides details of the reasons for the red RAG rating as well as plans to mitigate the issues.

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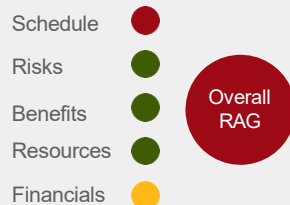
Previous



Current



Forecast



Executive Summary

Board on 19th December 2024 agreed to proceed with Option 2 for the SG Shared Services platform, pending SRO's approval; 25/26 budget to be amended for further SME costs for opportunity review. C. Moffat to present a simplified Brief at 02/25 CB.

eFin: Advanced have undergone 3 pen tests with all returning poor results and failing to demonstrate lessons learned from previous findings. Results from 3rd test under review; additional control measures which are in place are also reviewed. Decision on the way forward is targeted by 31st January 2025. CR to be drafted once the future direction of the project is determined.

Estates: ITT published on 5th December 2025. Procurement timeline extended by 2 weeks at the request of a supplier. SRO stated that a CR will be submitted once there is clarity on all project aspects. Data Taskforce meet monthly.

LAS: Go Live date on 24th January 2025 subject to CAB approval/process & Business Approval to the supplier. Go/No Go checklist shared with Project Board for review. CR for timeline extension approved at EPF Programme Board on 19th December 2024.

ESR: On 20th December 2024, it was agreed that Deloitte should provide PS with their methodology around the Digital Toolkit and how outcomes are produced based on input from Business Areas. Internal contractual review will be conducted on the Deloitte offer against their deliverables.

Return to Green Actions

Programme reports Red as eFinancials, LAS and Estates report Red (Schedule). It is anticipated that programme RAG Status will be amended by 02/25 where the LAS CR will be approved at the CB; and eFinancials and Estates will be in a position to decide and draft their CRs. RTG (03/25).

Project	Milestone	Baseline	Status
Lease Accounting Software (LAS)	CAB (Change Advisory Board) Approval	14-Jan-2024	Complete
Lease Accounting Software (LAS)	Gate 5 – Go/No Go	29-Nov-2024	Not Complete
Lease Accounting Software (LAS)	Digital Deploy Go Live	24-Jan-2025	Not Complete

Risk	Current RAG	Current Probability	Current Impact
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There are no milestones in this reporting period.

Name	Previous	Current	Forecast
eFinancials Upgrade and Cloud Migration	Red	Red	Red
Estates Asset Management System	Red	Red	Red
Lease Accounting Software (LAS)	Yellow	Red	Green



Executive Summary

NICCS: RED: CR006 has been approved with a project extension until end of 03/25. Options Papers have been developed and an extraordinary Programme Board is being held on 10th January 2025. Supplier and PSOS are working towards 3.6 and 3.10 solutions. Fortnightly boards to be chaired by ACC and fortnightly SPA reporting agreed.

UCCP: Change Request (CR) received final approval at the SPA Resources Committee on 18th December 2025. 79 sites (24%) now migrated and live on UCCP platform.

TCC: Sopra upgrade discussions continue especially around details of the Contract Change Notice. TCC first Programme Board held and initial risk review session held.

Return to Green Actions

NICCS: RED: CR006 brought it into governance, however CR007 will be required as CR006 only provides governance and funding until end 03/25. CR007 to be developed to support the decision as of 16th December 2024, (Initial draft for Mid 02/25). CR007 will help the project RTG (04/25). Ongoing Issue report will be managed and requires a solution (02/25 review). No defined delivery plan or dates in place, these are being developed with the supplier. Fortnightly ACC/ DCC meetings being held with fortnightly escalation reporting onto SPA.

Project	Milestone	Baseline	Status
Unified Communications and Contact Platform (UCCP)	Gate 4 – Solution Build Complete	11-Dec-2023	Not Complete
Unified Communications and Contact Platform (UCCP)	CRM Integrations	15-Jul-2024	Not Complete

Risk	Current RAG	Current Probability	Current Impact
TCC001- Availability of Project Resources	Amber	4	4
MCE001: Programme Resources	Amber	4	4
MCE007: Enabling Projects - Deliverables	Amber	4	4

Name	Previous	Current	Forecast
National Integrated Communications ...	Red	Red	Red
Transforming Command & Control	Green	Green	Green
Unified Communications and Contac...	Red	Green	Green



Executive Summary

The Executive Committee Meeting scheduled for 22nd January 2025 has been moved to 5th February 2025. This meeting should confirm option two is the agreed plan for moving MAPPS forward.

Option Two outlines:
Two additional teams from 04/25, deliver all musts.

Option description: Increase from 3 to 6 development teams by 04/25 (2 more teams than in current resource plans).

User experience: All must have required to replace ViSOR would be delivered.
All should/coulds will be postponed until after full Transition, with a bid going into the spending review to support this.
Additional £8.87 million
Projected Go Live date – 02/27

Return to Green Actions

Overall red - Waiting confirmation from the HO around option 2 and the agreed timeframe. RTG (02/25).
Schedule - Confirmation of option 2 and re-baseline of the plan. Updated roadmap will need to be assessed by the project team to understand the impact to scope and schedule. RTG (02/25).
Risks - Awaiting clarification from HO on timescales, connectivity requirements, costs and MAPPS build requirements before RTG (02/25).

Milestone	Baseline	Schedule/Actual	Status
Gate 3 – Business Case/Design Complete	30-Sep-2024	06-May-2025	Not Complete

Risk	Current RAG	Current Probability	Current Impact
MAPPS 001 Requirements for LECN	Amber	3	5
MAPPS 002 De-Scoping of Functionality Confirmation	Amber	3	4
MAPPS 003 Technical Design Delivery	Amber	3	4



Annexes

1. Definitions

2. Programme delivery data

2.1 Timescales

2.2 Portfolio Risk Update

2.3 Finance Overview

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

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RAG Definitions

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RAG Definitions



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

2.1 Timescales

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

Programme	Project	PPMA - Gate 5 Go/No Go				RAG
		Baseline Date (last approved date)	Scheduled Date	Actual Date	SLIPPAGE (in months)	
Cyber Security Strategy	Cyber Identity & Access Management (CIAM)	-	04-Jul-2028	-	N/A	N/A
	Cyber Security Service	-	-	-	N/A	N/A
	Cyber Threat Reduction	-	30-Mar-2029	-	N/A	N/A
Data Drives Digital	Data - Force Wide Analytics	15-Feb-2025	17-Mar-2025	-	1.0	Red
	Master Data Management (MDM)	30-Sep-2024	22-Jan-2025	-	3.7	Red
	Data - GDPR Structured & Unstructured Data	15-Jun-2024	15-Jun-2024	15-Jun-2024	0.0	Green
Digital Division	Criminal History Scotland (CHS) Refresh	13-May-2025	12-Mar-2026	-	9.8	Red
	Microsoft Office 365	03-Mar-2025	03-Mar-2025	03-Jan-2024	-13.7	Green
	Mobile Negotiation Application	13-May-2026	30-Sep-2025	-	-7.3	Green
Digitally Enabled Policing	Body-Worn Video (BWV) National Solution	31-Aug-2024	18-Mar-2025	-	6.4	Red
	COS Data Migration	22-Sep-2021	22-Sep-2021	22-Sep-2021	0.0	Green
	COS Phase 1: Insight	24-Sep-2021	24-Sep-2021	24-Sep-2021	0.0	Green
	COS Phase 2: Crime	28-Sep-2021	28-Sep-2021	28-Sep-2021	0.0	Green
	COS Phase 2: Warrants	25-Mar-2021	25-Mar-2021	25-Mar-2021	0.0	Green
	COS Phase 3: National Enquiry Module	29-Aug-2025	29-Aug-2025	-	0.0	Green
	COS Phase 3: National Lost & Found Property Module	29-Aug-2025	29-Aug-2025	-	0.0	Green
	COS Phase 2: Direct Measures	22-Jun-2021	22-Jun-2021	16-Jun-2021	-0.2	Green
	COS Phase 2: Case Management, E-Citations	28-Sep-2021	28-Sep-2021	28-Sep-2021	0.0	Green
	COS Phase 2: Productions	12-Aug-2020	12-Aug-2020	12-Aug-2020	0.0	Green
Enabling Policing for the Future	eFinancials Upgrade and Cloud Migration	29-Sep-2023	25-Apr-2025	-	18.5	Red
	Estates Asset Management System	17-Jan-2025	10-Dec-2025	-	10.5	Red
	Lease Accounting Software (LAS)	29-Nov-2024	23-Jan-2025	-	1.8	Red
Forensic Services	FS Data Governance	15-Nov-2023	15-Nov-2023	15-Nov-2023	0.0	Green
	FS Data Migration and COS	28-May-2027	31-Aug-2027	-	3.1	Red
	FS Operating Model	-	31-Mar-2025	-	N/A	N/A

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

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

Programme	Project	PPMA - Gate 5 Go/No Go				RAG
		Baseline Date (last approved date)	Scheduled Date	Actual Date	SLIPPAGE (in months)	
Local Policing - Service Delivery Review	LP Service Delivery Review Discovery (LP SDR)	-	-	-	N/A	N/A
Modernising Contact and Engagement	National Integrated Communications Control Systems (NICCS)	15-Jan-2024	28-Aug-2024	26-Aug-2024	7.2	Red
	Transforming Command & Control (TC & C)	-	31-Dec-2027	-	N/A	N/A
	Unified Communications and Contact Platform (UCCP)	04-Aug-2025	04-Aug-2025	-	0.0	Green
	Contact, Engagement and Resolution (CERP)	31-Jan-2023	31-Jan-2023	31-Jan-2023	0.0	Green
Policing in a Digital World	Cyber Choices Scotland	31-Jul-2024	07-Apr-2025	-	8.1	Red
	Cyber Training and Capability	24-Apr-2025	24-Apr-2025	-	0.0	Green
	Digital Evidence Detection Dogs	06-May-2024	06-May-2024	06-May-2024	0.0	Green
	Digital Forensics Redesign	-	28-May-2027	-	N/A	N/A
	Enhancing Digital Forensics - ISO 17025 Accreditation	-	15-Dec-2025	-	N/A	N/A
	Fraud Strategy & Operating Model	-	28-Oct-2025	-	N/A	N/A
	Police Cyber Alarm	19-Aug-2024	19-Aug-2024	19-Aug-2024	0.0	Green
	Digital Forensics Triage Vans	03-May-2024	03-May-2024	03-May-2024	0.0	Green
Stand Alone	Multi-Agency Public Protection System (MAPPS)	31-Oct-2025	29-May-2026	-	6.8	Red
	National Law Enforcement Data Service (NLEDS)	27-Dec-2024	27-Dec-2024	-	0.0	Green
	Digital Evidence Sharing Capability (DESC)	21-Mar-2023	23-Apr-2024	23-Apr-2024	12.9	Red
	Sex Offenders Policing Unit (SOPU)	31-May-2022	31-May-2022	31-May-2022	0.0	Green
Technical Surveillance	Technical Surveillance Infrastructure (TSI)	29-Nov-2024	29-Nov-2024	29-Nov-2024	0.0	Green

RAG

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



2.2 Portfolio Risk Update

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Portfolio Risk Register

January Summary



Overview

The Portfolio Risk Register Current Overall RAG for the reporting period (Jan-25) is **GREEN**.

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

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

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

R016 – Prioritisation

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

Risk remains **static at 4 x 4 (within Tolerance)**. Governance processes in place to manage demand but subject to ongoing review. Current budget planning in place to support FY25/26 financial planning and prioritisation. Next Review Feb-25.

R034 – Change Framework and Processes

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

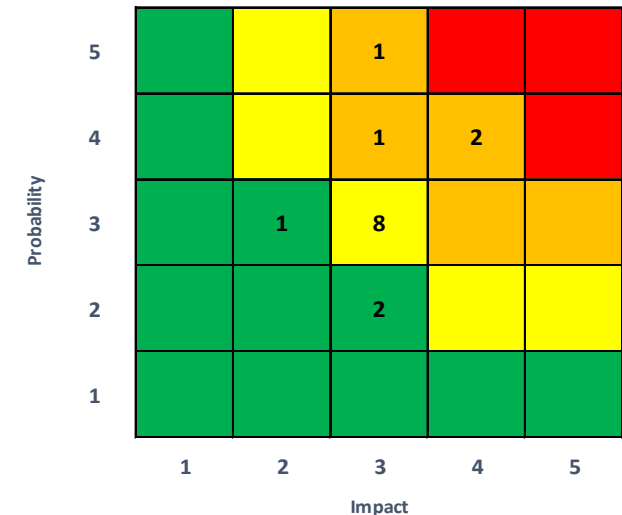
Risk remains **static at 4 x 4 (within Tolerance)**. Work ongoing. Next Review Feb-25.

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.

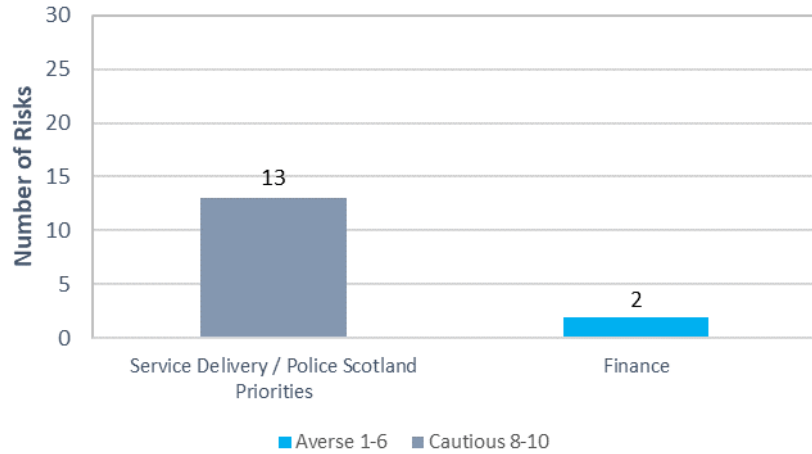
Risk remains **static at 5 x 3 (within Tolerance)**. Enabling function resource to be considered in the rounds of budget allocation and Portfolio Prioritisation, with ongoing engagement with HoPD and Head of Functions. Next Review Feb-25.

Risks by Current Score

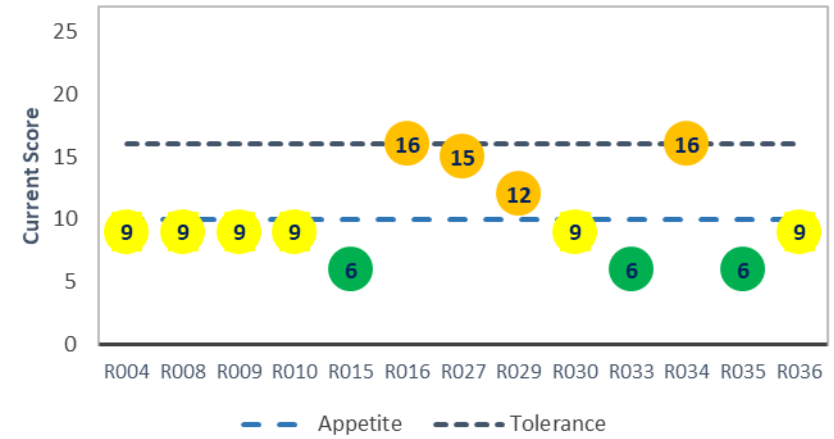


Risks Scoring v Appetite & Tolerance, by Category

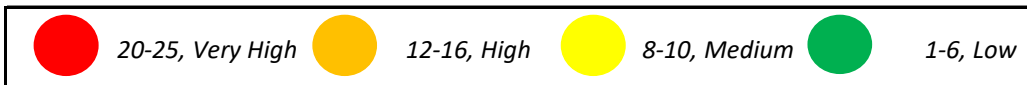
Risk Categories



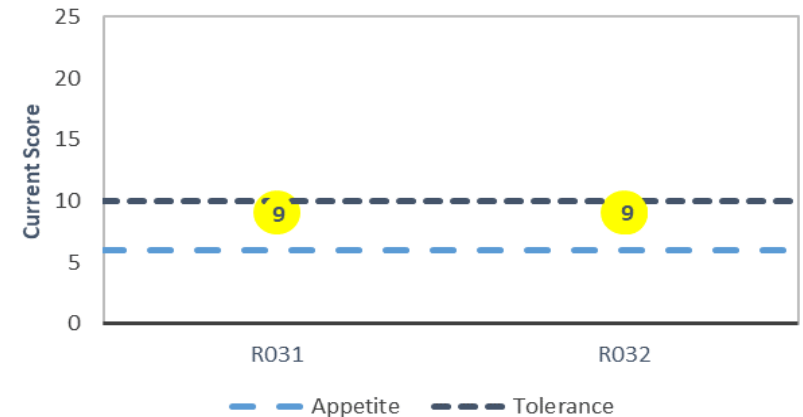
Service Delivery / Police Scotland Priorities



Risk Score Key



Finance





2.3 Finance Overview

CAPITAL AND REFORM
PORTFOLIO OVERVIEW
DECEMBER 2024 – PERIOD 9
FINANCIAL YEAR 2024/25

OFFICIAL



**POLICE
SCOTLAND**
POILEAS ALBA

**SCOTTISH POLICE
AUTHORITY**

Finance

Capital & Reform

Capital & Reform Finance report

Period 9 2024/25



Capital

Budget / Forecast deliverability remains at amber

- YTD £12.0m under budget
- FY Q3 forecast £3.3m over budget (fully funded)
- Significant spend of £29.3m (excluding IFRS16 assets) is required over the final quarter
- The organisation will move to daily forecasting for all capital areas to ensure successful delivery
- IFRS ROU assets represent technical accounting adjustments required at year end

① DEPP = Digitally Enabled Policing Programme

Year to date: £12.0m under budget

- Estates £9.7m under - BAU spend £6.7m under due to delays with OCS and Transformation spend £3.0m under as work on National Estates Programme stopped to be replaced by Estates Masterplan.
- Digital Division (rolling) £3.8m under due to various timelines extending including mobility, laptop refresh and storage.
- DEPP £3.1m under due to budget being higher than needed for COS phase 3/DSEG and Body Worn Video.
- Divisional Division (airwave) £2.6m over in line with previous commitment to support airwave replacement.
- Other items (net) £2.0m over net of slippage.

Forecast: £3.3m over budget

- £3.3m funded overspend offset with additional grant funding and capital receipts.
- BAU increased by £11.4m (net) mainly due to additional capital bids of £18.7m approved through CIG (fleet, airwave and tasers) and other items (£0.1m) offset partially by an underspend within Estates £7.4m.
- DEPP programme £5.6m under:
 - £4.2m reduction in BWV due to budget being higher than needed for Digital and Estates works along with a reduction in expected staff capitalisation and device purchases in year.
 - £1.4m reduction (COS phase 2 and 3, DSEG and Data Migration) due to confirmed project plans.
- Other projects £1.6m under
- IFRS ROU assets £2.8m over mainly due to extension of Newton House lease and new Fettes replacement workshop.
- CIG previously approved an overallocation of investment to be managed across financial years to mitigate the potential risk of slippage. This has been reflected in the Q3 forecast where appropriate. These actions will allow effective management of slippage over the remaining months of the financial year.

Capital variance by programme (£m)

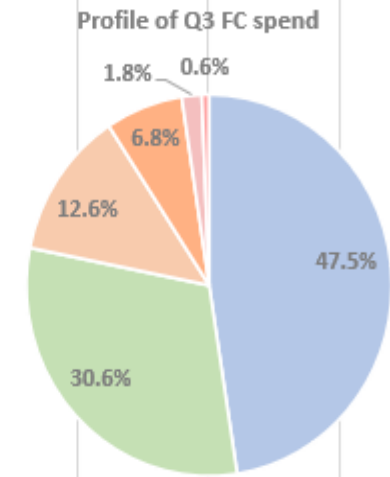
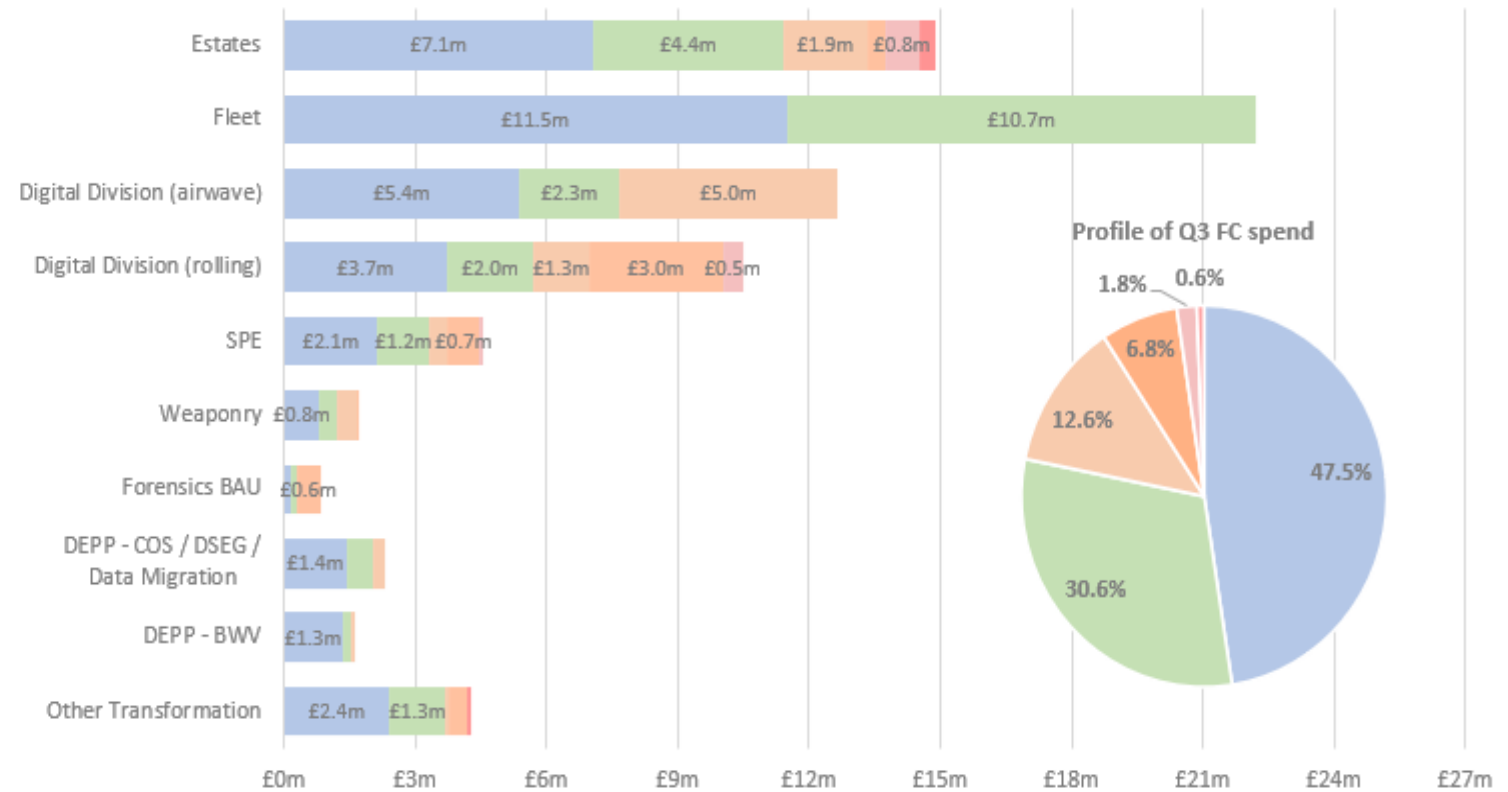
	Year to date			Full year		
	Budget £m	Actual £m	Var. £m	Budget £m	Q3 FC £m	Var. £m
Estates	16.8	7.1	9.7	22.3	14.9	7.4
Digital Div (rolling)	7.5	3.7	3.8	10.4	10.5	(0.1)
Digital Div (airwave)	2.8	5.4	(2.6)	5.5	12.7	(7.2)
Fleet	10.5	11.5	(1.0)	10.7	22.2	(11.5)
SPE	3.5	2.1	1.4	4.2	4.5	(0.3)
Weaponry	1.5	0.8	0.7	1.8	1.7	0.1
Forensic services	0.5	0.2	0.3	1.0	0.8	0.2
Total BAU	43.1	30.8	12.3	55.9	67.3	(11.4)
DEPP ①	5.8	2.7	3.1	9.7	4.1	5.6
Other projects	3.9	2.5	1.4	5.7	4.1	1.6
Total change	9.7	5.2	4.5	15.4	8.2	7.2
Total before slippage	52.8	36.0	16.8	71.3	75.5	(4.2)
Slippage	(4.8)	(0.0)	(4.8)	(6.5)	(10.2)	3.7
Total Core Capital	48.0	36.0	12.0	64.8	65.3	(0.5)
<i>IFRS ROU assets</i>	<i>0.0</i>	<i>0.0</i>	<i>0.0</i>	<i>8.4</i>	<i>11.2</i>	<i>(2.8)</i>
Funding						
GIA - core				63.3	63.3	0.0
GIA – IFRS 16				8.4	8.4	0.0
Capital receipts				1.5	3.9	2.4
Other				0.0	0.9	0.9
Total				73.2	76.5	3.3

Capital

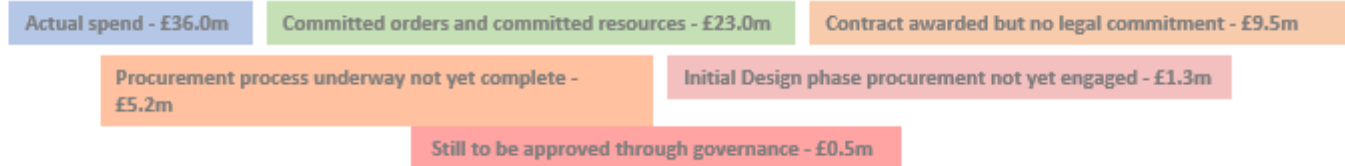
As at Period 9 £59.0m is spent or committed to date

This leaves £6.3m still to be committed to meet the funded position of £65.3m (excluding IFRS16 ROU assets £11.2m)

Capital by categorisation of spend status (£m)



Actuals Green Amber - Contract Awarded Amber - Procurement underway Red - Initial Design Red - Governance



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

Reform

Budget / Forecast deliverability remains at green

- YTD £0.4m under budget
- FY Q3 forecast £0.2m over budget (fully funded)
- Forecast includes £2.5m contribution to support organisational pay award pressure

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

Year to date: £0.4m under budget

- Transformation resource £0.9m, PDW £0.7m, EPF £0.7m, DEPP £0.4m, Digital Division projects £0.4m and other items £1.0m under mainly due to slippage / delays in programme spend.
- Offset by anticipated slippage of £3.7m.

Forecast: £0.2m over budget

- £0.2m funded overspend offset with additional grant funding.
- Q3 forecast is under budget by £2.3m. This projected underspend will be used as a contribution to support organisational pay award pressure.
- Q3 forecast variances:
 - Policing in a digital world £2.1m under due to changing project plans for Action Fraud and Training
 - Estates Transformation £2.0m under due to focus on Estates Masterplan in year
 - Transformational resource £1.1m under due to slippage in recruitment timescales
 - EPF £1.1m under due to realignment of costs to transformation resource line and an underspend on E-financials.
 - DEPP £0.7m under due to confirmed contract start dates in Body Worn Video
 - Other items £1.3m under
 - Other projects £0.5m over due to various additional costs such as recruitment campaign and three-year business plan.

Reform variance by work stream (£m)

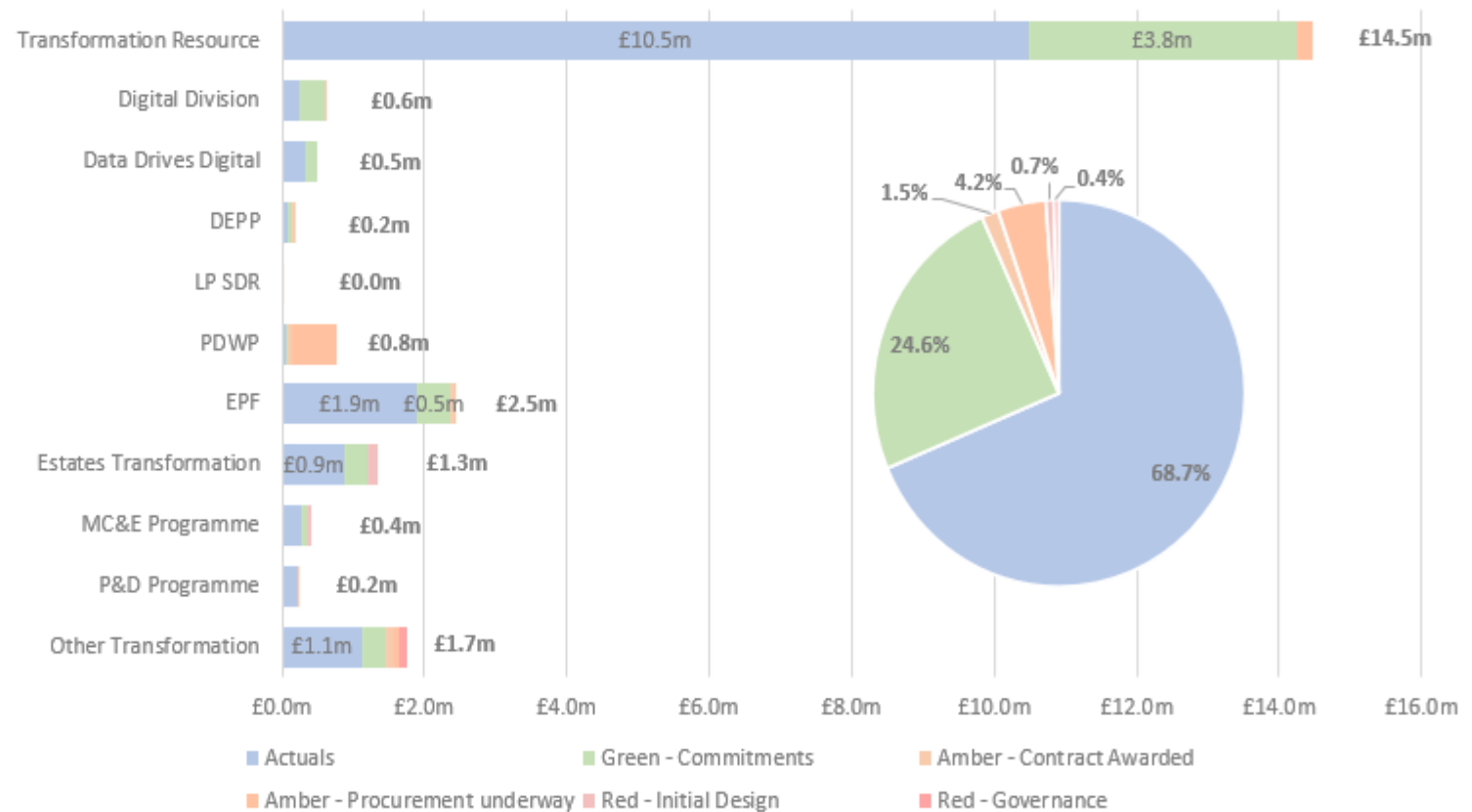
	Year to date			Full year		
	Budget £m	Actual £m	Var. £m	Budget £m	Q3 FC £m	Var. £m
Transformation resource	11.4	10.5	0.9	15.6	14.5	1.1
Estates transformation	1.5	0.9	0.6	3.3	1.3	2.0
Policing in a digital world (PDW)	0.8	0.1	0.7	2.9	0.8	2.1
EPF ①	2.6	1.9	0.7	3.6	2.5	1.1
DEPP ②	0.5	0.1	0.4	0.9	0.2	0.7
MC&E ③	0.6	0.3	0.3	0.8	0.4	0.4
Digital Division	0.6	0.2	0.4	0.8	0.6	0.2
DDD ④	0.5	0.3	0.2	0.7	0.5	0.2
LPP ⑤	0.3	0.0	0.3	0.4	0.0	0.4
P&D Programme	0.1	0.2	(0.1)	0.3	0.2	0.1
Other projects	0.8	1.1	(0.3)	1.2	1.7	(0.5)
Total before slippage	19.7	15.6	4.1	30.5	22.7	7.8
Slippage	(3.7)	(0.0)	(3.7)	(5.5)	(0.0)	(5.5)
	16.0	15.6	0.4	25.0	22.7	2.3
Contribution to Revenue Budget to support pay award				0.0	2.5	(2.5)
				25.0	25.2	(0.2)
Budgeted Contribution from Revenue Budget				(5.0)	(5.0)	(0.0)
Total				20.0	20.2	(0.2)
Funding						
GIA - core				20.0	20.0	0.0
Other grant funding				0.0	0.2	0.2
				20.0	20.2	0.2

Reform

As at Period 9 £21.2m is spent or committed to date

This leaves £1.5m still to be committed to meet the funded position of £22.7m (excluding contribution to pay award)

Reform by categorisation of spend status (£m) – Total £22.7m



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

