

Meeting	SPA Resources Committee
Date	16 June 2020
Location	Videoconference
Title of Paper	Transformation Change Programme Management
Presented By	Andrew Hendry, Chief Digital Information Manager and Kerri Maciver, Head of Portfolio Manager
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide a response to the SPA Resources Committee with regards to the Management of Programmes, specifically around benefits driven from the observations raised within the recent Scott Moncrieff Transformation Change Programme Audit.

Members are invited to discuss the content of this report.

1. BACKGROUND

1.1 Background: A recent Scott Moncrieff Audit was undertaken 'Transformation Change Programme 'and the report was recently presented at Audit and Risk Committee on 6th May.

The Audit looked at 7 control objectives and these were scored 1 Green, 4 Amber and 2 Yellow (see below).

The Background to this audit being that:

As part of the transformation programme, Police Scotland has designed and implemented a standardized approach to the management and control of projects and programmes, the reporting of delivery progress and the realisation and reporting of benefits.

These draw upon leading project and programme management practices such as PRINCE2 and Managing Successful Programmes (MSP). To support cohesive delivery across a complex portfolio, it is essential that all projects and programmes follow robust and consistent governance arrangements at both project and programme level.

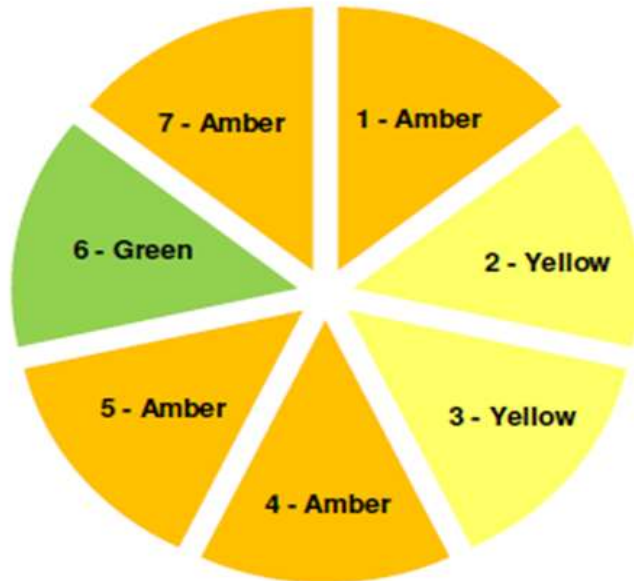
The Scope to this audit being:

To consider the effectiveness of the following areas across a sample of four current programmes:

- a. project and programme governance arrangements,
- b. progress reporting
- c. benefits realisation & reporting and
- d. To consider the extent to which the selected projects and programmes are complying with agreed upon processes.

The 4 programmes examined were:

- a. Local Policing Programme (LPP)
- b. Digitally Enabled Policing Programme (DEPP)
- c. Commercial Excellence Programme (CE)
- d. Criminal Justice Services Division Programme (CJSD)



The Chart on the right shows the rag status breakdown of the 7 Control Objectives

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 The Key Findings from this report were:

Areas of Good practice:

- a. Standard templates are in place for aspects such as the Project plan and risk register.
- b. Changes documented within the change log are linked to supporting evidence such as a request form and approval within discussion summary.

Areas for improvement which, if addressed, would strengthen current programme and project management processes. These included:

- a. Updating the Portfolio Management Framework to include guidance on documentation involved when initiating a programme
- b. Revised process for governance reporting and benefits management.
- c. Ensuring that project plans are kept up to date and that all tasks within plans have been assigned an owner. This will also support resource management.
- d. Ensuring that all programme and project boards have formal terms of reference in place and that attendance, decisions and actions are recorded in a consistent manner.

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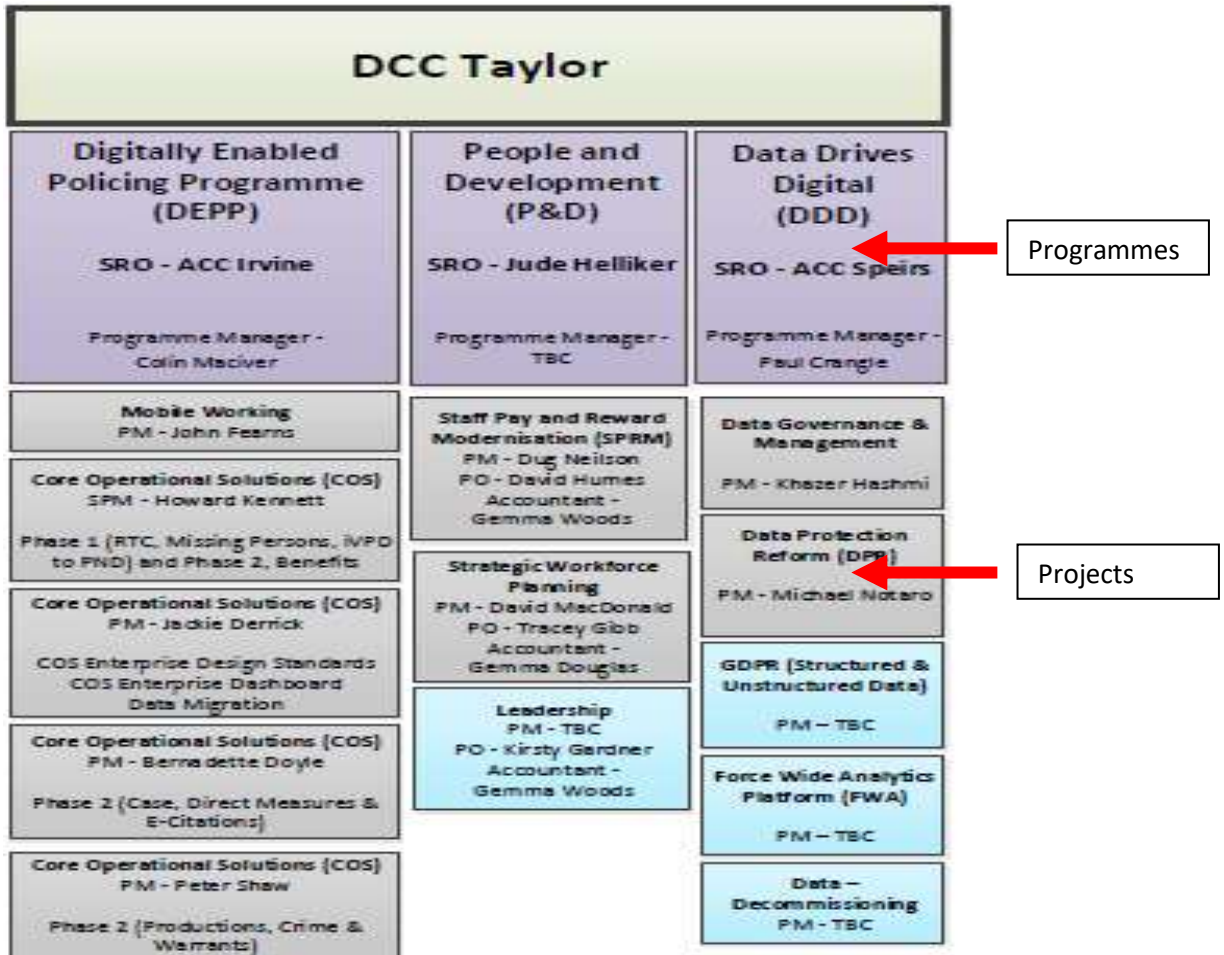
- e. Improvement in dependency management processes to allow effective and efficient recording and monitoring of dependencies.
- f. Improving the recording the recording and monitoring of benefits. Some benefits profiles were found to be incomplete for projects and did not exist at programme level.
- g. Improve reporting of programmes. At present, reporting is largely on projects with limited overview of how programmes are performing.

2.2 This report was signed off by the SRO, Deputy Chief Officer David Page with agreed Management Actions plans in place where appropriate, then presented to the Audit and Risk Committee on 6th May.

2.3 **Action:** SPA Resource Committee thereafter has requested a response specific to finding (g) above to ensure that there was a clear understanding of our reporting of programmes versus projects in particular with regards to benefits.

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Currently the portfolio is made up Programmes & Projects. The example below shows DCC Taylors Change Portfolio which include the Digitally Enabled Police Programme (DEPP) which is made up of projects including Mobile Working and the Core Operational Solutions projects.



2.4 **Current Process:**

To date we have written and approved Business Cases at a Project Level and then incorporated them into, or create, relevant Programmes. The Programmes are primarily a collection of projects where they are focused on a specific area of the business, eg: Digitally Enabled Policing, Forensic Services, and Criminal Justice Services Division (CJSD).

The current process is to manage the benefits at a Project level to allow us to have the granularity of detail that is required to manage and report on progress. This is something that has been requested by the Change Board and SPA Resources Committee in the past.

In order to show the Programme Benefits, we would roll up the collective projects with the programme to show the sum total, eg:

- a. Digitally Enabled Policing Programme is made up of two main components 1) Mobile Working and 2) Core Operational Solutions (COS)
- b. We have detailed benefit detail on both of these areas, including detail on each workstream within COS and report accordingly.

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As you will see from the table below we are able to show the benefits at a programme level, however recognised this is not how we currently report to the Boards.

Programme	Project	Cashable (£)	Officer Efficiencies (FTE)	Staff Efficiencies (FTE)
	ANPR			
Local Policing Programme	CAM			
Commercial Excellence	Commercial Excellence			
Corporate Services	Interim Payroll			
Digitally Enabled Policing	COS Case			
	COS Crime			
	COS Direct Measures			
	COS Ivpd			
	COS Missing Persons			
	COS Productions			
	COS RTC			
	COS Warrants			
	Mobile Working			
		Sub Total		
Criminal Justice Services Division	Custody Remodelling			
	Productions Remodelling			
	Sub Total			
ICT	National Network			
	NICCS			
	Cyber Resilience			
	WiFi			
	Sub Total			
	Total	£0	0	0

FOR ILLUSTRATION ONLY

2.5 **Summary:**

In summary, I hope that this provided the Committee with the relevant assurance that we have Programme Information available and if required for reporting going forward we are able to do this with ease.

As a point of note, our Portfolio reporting is a very manual process currently and we are looking at implementing a Programme Management Tool which would allow this to be undertaken in a much more agile manner. A Business Case for this is currently being prepared and depending on available funding and approvals we are looking to implement a solution around August 2020.

3. FINANCIAL IMPLICATIONS

3.1 There are no cost implications related to this paper.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications related to this paper.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications associated with this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications related to this paper.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications associated with this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equality implications associated with this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environment implications associated with this paper.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.