SCOTTISH POLICE AUTHORITY

Meeting	**SPA Resources Committee**
Date	**16 June 2020**
Location	**Videoconference**
Title of Paper	**Productions Project Internal Audit Report**
Presented By	**Andrew Hendry, Chief Digital Information Manager** **Kerri Maciver, Head of Portfolio Management**
Recommendation to Members	**For Discussion**
Appendix Attached	**No**

PURPOSE

This purpose of this paper is to provide a response to the SPA Resources Committee with regards to a specific area of improvement around the Change Control processes highlighted in the recent Production Project Internal Audit.

Members are invited to discuss the content of this paper.

1.   BACKGROUND

1.1   A recent Scott Moncrieff Audit was undertaken on the Productions Remodelling Project and the report was presented at Audit and Risk Committee on 6th May 2020.

The Audit looked at 6 control objectives and these were scored 4 Green, 1 Amber and 1 Yellow (see below).

The Background to this audit being that:

> The Productions Remodelling Project is a national solution for the storage and management of productions. The project is intended to bring up-to-date the existing legacy productions systems which do not meet modern standards, are not consistent across the organisation, and apply manual processes which are not efficient and regarded as unsustainable.
>
> The SPA Board approved for the Full Business Case on the 28 June 2018 for a remodelled productions facility, with associated capital and revenue costs

The Scope to this audit being:

> To consider the design and implementation of the Productions Remodelling Project including the governance arrangements, agreement of SMART deliverables and ongoing project management and reporting.

The Chart on the right shows the rag status breakdown of the 6 Control Objectives

2.   FURTHER DETAIL ON THE REPORT TOPIC

2.1   The Key Findings from this report were:

Areas of Good Practice:

a.   The Criminal Justice Service Division (CJSD) Programme Board approved a clear project governance structure that ensures that project delivery is appropriately overseen, managed and scrutinised.

b.   The Productions Remodelling Project team's roles and responsibilities are set out within the Project Initiation Document (PID) and project plan.

c.   The CJSD Programme Board and the Strategic Leadership Board receive monthly progress updates from the project Team including an update on the delivery of project milestones, risk register position and resource position.

d.   The project team assign RAG statuses within reporting to allow Board members to easily assess performance against project deliverables.

e.   The SPA Board also receives progress updates on the project via the Chief Constable Report, informing them of any significant project delays and emerging new risks.

f. 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. Ensuring the project plan and timetable are routinely maintained to continuously reflect ongoing project funding decisions as they emerge;
b. The Terms of Reference should clearly articulate the roles and responsibilities of project partners; and
c. The Programme Board should agree completion dates for all actions agreed at their meetings.

Additional Point to Note:

The Scottish Police Authority's corporate risk register includes the following risk relevant to this review:

The Police Scotland Capital Investment Group made the decision to 'pause' the capital funding that had been allocated to the Custody and remodelling projects, encompassing the Productions Remodelling Project, on 19 December 2018. The decision to withdraw the Productions Remodelling Project funding has resulted in the project benefits not being fully realised within the approved project timeline. As a result, the risk and its assigned score within the risk register remains relevant and we would only suggest reducing the risk score once project capital funding has been reinstated and the project has begun to be fully delivered to address the risk identified.

However whilst Police Scotland was not able to financially support the Productions Remodelling Project in December 2018 it did award the Programme capital funding in 2019 and part of that expenditure was dedicated to create a facility for productions as well as the other projects in the Programme.

2.2 This report was signed off by the SRO, ACC K McDonald with agreed Management Actions plans in place where appropriate, then presented to the Audit and Risk Committee on 6th May. A Productions Improvement Plan was approved by the Programme Board on 5th May to address the recommendations of the Audit.

2.3 **Action:**

SPA Resource Committee has requested a response specific to the area of improvement (a) above to ensure that there was a clear understanding of both our Change Control processes and ensure plans are updated to reflect any impact. The full finding and (Management action plan is detailed in Control Objective 1 of the full report).

2.4 **Current Process:**

To provide Assurance to the Board I would confirm that we have a Change Control process embedded with the Portfolio. This process ensures that where there are changes to Scope, Cost or Benefits these can be documents via the formal approved process and taken through the relevance governance for approval.
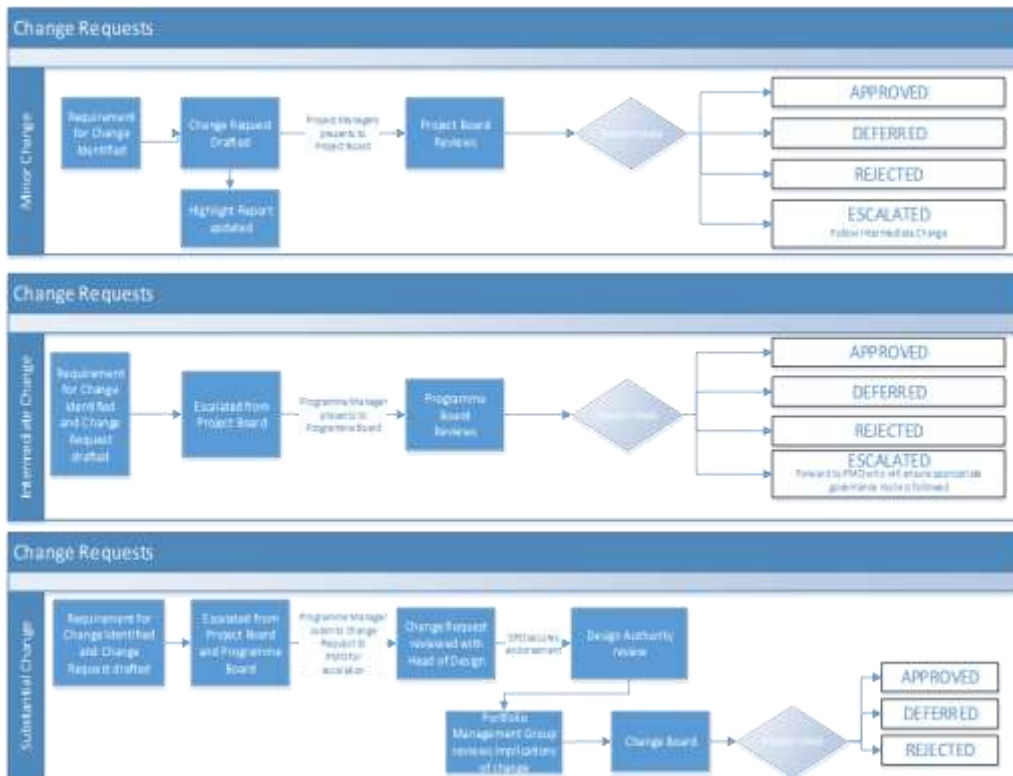
This process was followed by the Productions and Remodelling Project as referenced in the Audit with regards to funding requirements, the project also plans to bring forward a Change Request with regards to benefits in the near future.

Thereafter it is the responsibility of the Project Manager to update their plans accordingly in line with any approved changes.

2.5 **Summary:**

We acknowledge that there was an area of improvement identified with regards to ensuring plans are updated and this was an accepted finding with relevant management action plan now in place.

However to provide the Board with the additional Assurance that this this an area that is well controlled overall I would like to note that there was a Green objective within the report around appropriate governance (see Note 1 below) and in addition within the recent Scott Moncrieff Audit on Transformation Change Programme (see Note 2 below) there was also a Green objective with regards to our Change Management Processes.

Note 1: - Production Remodelling Audit

Control Objective 4: An appropriate governance structure is in place for the project with regular reporting provided to key oversight groups including other Agencies involved in the Productions' processes

Green

No weaknesses identified

The Productions Steering Group has defined a clear governance structure for the project. A dedicated project manager and project team have been assigned to deliver the project. We also confirmed that the project team's roles and responsibilities are explicitly set out within the approved Project Initiation Document (PID) and project plan. The Police Scotland Programme Board, Change Board, Productions Project Board, and SPA Board have overall responsibility for overseeing and scrutinising the delivery of the Productions Remodelling Project.

The project team reports directly into the Productions Project Board and the Programme Board, who in turn report to the Change Board. Police Scotland also provide the SPA Board with an overview of ongoing project performance on a monthly basis via the Chief Constable's Report.

We are satisfied that there is the appropriate level of governance over the project and have confirmed that decisions and issues are appropriately escalated during the various meetings. In addition, we reviewed the meeting minutes of the Productions Remodelling Project Board and noted that groups are provided with appropriate project update reports that are then appropriately discussed and scrutinised, with remedial actions identified and agreed to address poor performance.

Note 2: Transformation Change Programme Audit

Control Objective 6: There are effective change management processes in place.

Green

No issues identified

A Change Request Policy is in place and is included as an appendix to the Portfolio Management Framework.

The policy includes levels of approval required for changes and a process map for minor, intermediate and substantial changes. A register is kept of all changes which documents the programme and project the change relates to, which governance boards the request was submitted to and its current status. We obtained evidence to confirm that change requests are submitted to the appropriate governance group via a change request form. And that the change request shows sign off and dates of approvals given. We also obtained documentation which evidences the discussion of the change at the relevant board.

I hope that this provides the Committee with the Assurance that this is being managed effectively across the Portfolio.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial 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 related to 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 related to this paper.

8. COMMUNITY IMPACT

8.1 There are no community implications related to this paper.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications related to this paper.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications related to this paper.

RECOMMENDATIONS

Members are invited to discuss the contents of the report.