

Public Interest Report by Grant Thornton into the Termination of the Surrey Police Siren ICT Project

Office of the PCC for Surrey, Response to Report Recommendations

The public interest report by Grant Thornton into the termination of the Siren project was published on 19th June 2014. The report was issued to the Police and Crime Commissioner (PCC) for Surrey and the Chief Constable for Surrey. The PCC and Chief Constable are then both required by audit rules to hold a public meeting to respond to the report and the recommendations made in the report. This meeting was on 27th June, 7pm at the HG Wells Conference Centre in Woking. The PCC and Chief Constable are required to publish their response to the recommendations following the meeting.

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No.	Recommendation	PCC Response
Initiation		
1	Ensure risk is evaluated appropriately when considering tender options.	The OPCC itself issues contracts for tender and oversees high cost Surrey Police tenders with Chief Executive sign-off. The OPCC will consider risk in its own tendering processes, particularly the recent Victim Commissioning, and ask Surrey Police how risk has been evaluated when signing off Surrey Police tenders.
2	Ensure appropriate procurement routes are used, aligned with the nature and complexity of the procurement being sought.	The OPCC is currently buying in procurement expertise for the Commissioning of Victims Services. The PCC supports the joint procurement team put in place for Surrey and Sussex and considers that this team is providing appropriate professional advice. The PCC will scrutinise Surrey Police procurement arrangements.
3	Ensure contractual clauses for termination on grounds of convenience are considered for large scale, long term procurements.	The PCC notes the response made by Surrey police and will ensure this is taken on board for OPCC procurements.
4	Ensure anticipated benefits are realistic, robustly challenged, fairly stated and achievable.	When involved in overseeing major Surrey Police projects, the PCC and supporting OPCC staff will challenge stated benefits, for example in the Policing Together board for Surrey and Sussex collaboration.

Programme and Project Management		
5	<p>The Force should ensure that it has properly considered what skills, resources and expertise it has at its disposal to procure and deliver large scale, complex programmes, acknowledging that Police Officers cannot simply be parachuted into a role they have no experience of and be expected to perform.</p> <p>Consideration should be given to:</p> <ul style="list-style-type: none"> a) engaging a third party provider; b) engaging with external partners and c) seeking external procurement expertise for elements outside the normal force experience. 	<p>For major projects the OPCC will work with Surrey Police (and where appropriate Sussex PCC and Sussex Police) to consider what external skills are required.</p>
6	<p>Given change is a constant in the current policing environment the Force should ensure some of their senior officers and staff are formally trained in change management.</p>	<p>The PCC supports the recommendation for training in change management and would like to see all senior officers and staff understand and sign-up to principles of good project management. For the OPCC, current staff have some change management training, and experience. The OPCC Chief Executive will consider whether OPCC staff require any further training.</p>
7	<p>Having undertaken a number of 'lessons learned' exercises for SIREN, an independent review of whether these have been implemented needs to be undertaken.</p>	<p>The PCC, as part of the Joint Audit Committee for the PCC and Chief Constable, will ensure that a 'lessons learned' audit is carried out and reported upon.</p>
Governance		

8	The 'healthy tensions' between roles required for effective project governance should not be undermined or diluted during project delivery. The Project Management Office should be independent from day to day project activity and play an active role in assuring information is accurate and supported before it is presented to the programme board.	The PCC supports this recommendation and the Surrey Police response outlining the new Head of Change role with Sussex Police and new governance structures.
9	There should be clarity over what constitutes an issue or a risk. This allows issues to be identified as such and escalated into the wider organisation for resolution.	The OPCC has access to the Surrey Police risk and issues register and sits on the Surrey Police risk group and will use this role to ask questions around clarity and escalation of risk.
Reporting		
10	The Force and PCC must be clear that senior management want to and need to hear bad as well as good news, and explore cultural issues which may be a barrier to open and transparent reporting of progress.	This is recommendation that the PCC is fully committed to. He has got rid of targets in Surrey Police in the Police and Crime Plan to encourage open and transparent reporting across the board. He is also currently looking at an audit of Whistleblowing processes to ensure that staff can raise issues of concern.
11	Budget, forecast, actuals and variance financial reports for projects should be aligned with the reporting period i.e. have monthly granularity.	The PCC supports this recommendation and notes the Surrey Police update to carry this out for major projects. He will ask his Chief Finance Officer to scrutinise the financial reports for major projects.
12	For future projects of similar scale and complexity, the Office of the PCC should recruit an experienced programme and project management specialist to represent them on the programme and project board.	The OPCC will consider this recommendation and look at current and future major projects to see whether an experienced programme and project management specialist should be recruited. This will need to be considered with the budget for the OPCC and whether skills can be brought in within existing budget or whether the OPCC budget would need to increase.

13	Where current and future programme and project boards include employees of the Office of the PCC as members, their roles and responsibilities in the governance and accountability of the project/programme should be clearly articulated.	The OPCC will carry out an exercise of looking at which programme boards the OPCC are represented on and what their roles and responsibilities are.
14	Project delivery processes need to mitigate the potential impact of a 'can do' and positive reporting culture. Appropriate Project Management Resource should be allocated to projects and routine gateway reviews should be undertaken throughout the progress of the project.	The PCC supports this recommendation and notes the force response to introduce gateway reviews and the steps outlined in the Surrey Police to recommendation 10 to addresses the 'can do' and positive reporting culture. The PCC will also encourage accurate reporting at programme management meetings.
Cost		
15	The Force should review and amend its policy on costing programmes and projects. This should align more with the way private hire is calculated, for a more accurate representation of true cost.	The PCC notes that Surrey Police is developing proposals for this recommendation and has asked his Chief Finance Officer to scrutinise the proposals.
16	To further improve on management accounting the Force should consider introducing a time booking/recording system.	The PCC notes that Surrey Police is developing proposals for this recommendation and has asked his Chief Finance Officer to scrutinise the proposals.
Termination and the Niche replacement		
17	The business case for Niche would have been strengthened by better articulation of the overall vision for closer collaboration and more detailed work on the benefits to be gained. Future business cases should include a more comprehensive assessment of all strategic, financial and non-financial factors.	The PCC accepts this recommendation and will look for those areas mentioned in future businesses cases.
18	Given the complexity of the governance structure for the Niche system, the PCC and COG should assure themselves that delegations are appropriate and, at a lower level, the assurance and testing functions are in the optimum place.	The PCC will ask the Chief Constable to report on delegations that are in place and where assurance and testing functions are placed.

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