



Case Study

The Cheshire Constabulary



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Introduction

PRINCE2

PRINCE2 is a project management method. It is a structured approach, which can be tailored for use on any type or size of project.

The Cheshire Constabulary

The Cheshire Constabulary have been using PRINCE2 since 1996. This Case Study describes their experiences. Thanks are due to Cheshire Constabulary, in particular to Chief Inspector Robin Crie for his time and the information he provided.

Purpose of this Case Study

The Case Study has been written in response to requests for examples of PRINCE2 implementation from organisations considering using the method.

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1. *Snapshots from an interview with Chief Inspector Robin Corrie*

What is PRINCE2 used for?

To implement our Corporate Strategy 'to provide the best possible quality of service to the people and communities of Cheshire'.

What was the business case for moving to PRINCE2?

We had to undertake a multi-million pound investment programme and needed to do it in an efficient, accountable way.

Who in the organisation is using PRINCE2?

Anyone involved in our business development projects.

What have been the main benefits of using PRINCE2

What we delivered. We could not have delivered such extensive business change without a structured approach and the strong business involvement in the process.

What difficulties have you experienced?

Most of the difficulties were one step removed from the method itself and were difficulties we would have had even if we were not using PRINCE2 i.e. projects mean change and change itself can be difficult for some people.

What drawbacks have there been to using PRINCE2?

Some people at grass roots level who perhaps can't see the whole picture perceive it as an overhead. People who are carrying responsibility for projects see PRINCE2 as an investment. It's an overhead in the way oil is to an engine – without a structured approach the business change projects would grind to a halt.

Looking back would you do anything differently?

On the whole, no. We tailored PRINCE2 to add value where we needed it.

Do you think other organisations could benefit in the same way

I don't see why not

2. History of the use of PRINCE2 at the Cheshire Constabulary

2.1 The Business Case for Using a Structured Method (1994)

In 1994, given capital funding from the newly created Police Authority and a list of review recommendations from HMIC (Her Majesty's Inspectorate of Constabulary), the Command Team of the Cheshire Constabulary embarked on a multi-million pound business improvement programme.

The improved service needed to be underpinned by better, shared information so in 1995 the Information Systems Department (ISD) was restructured to facilitate business change. It was anticipated that a number of large projects would be required. From the outset it was made clear that, while IT and Communications technology necessarily underpinned the projects, these would be Force projects owned by the five core business areas.

During 1996, PRINCE2 was introduced by the consultants who were brought in to help redesign business processes. The Chief Officer Group readily accepted the concept as offering a framework for dealing with a multiple project environment.

2.2 PRINCE2 in Use (1996 – 2000)

Driven by the need for better corporate communication and a modern IT infrastructure, work started with projects to procure and install 14 Local Area Networks, a Wide Area Network, 1,700 Windows NT Workstations and 200 Laptops. These were successfully completed and followed by a project to provide Lotus Notes messaging facilities to all staff.

In parallel with the introduction of a modern IT and messaging infrastructure, a series of business development projects was undertaken including Call Management, Crime Management, Firearms Licensing, Home Office Major Enquiries and Operational Services (Custody).

PRINCE2 was used throughout. The projects were owned by the Chief Police Officer whose business area was being developed and were supported by ISD. Each project was supported by ISD but was owned by the Head of Department whose business area was being developed. Project Boards, each overseeing interdependent groups of projects, were chaired by relevant Chief Officers as PRINCE2 Project Directors.

The apportionment of responsibilities is expressed by the internally developed 'H Diagram'.

The H Diagram

Role of ISD	PROJECT TITLE	Role of the Owner
Coordinate technical strategy		Research need
Coordinate IT financial strategy		Justify the investment
Support procurement		Identify finance
Support Project Managers		Initiate the Project
Manage infrastructure projects		Manage the project
Provide installation support		Redesign the business
Provide maintenance support		Implement new procedures
Service IS Strategy Group		Review performance

The use of this model meant that each project had a strong business focus which was critical to its success.

From the start it was recognised that, to make the best use of Project Team time and resources and to support consistent PRINCE2 standards and procedures, the projects had a need for administration and scheduling support. As a result, the Project Support Office came into being and grew in response to project need.

2.3 PRINCE2 Experience (1996 – 2000)

PRINCE2 was tailored to make the most use of the features which added value to the existing way of working e.g.

- Roles and responsibilities of the Project Management Team
- Clear end stage decision points
- Planned resourcing
- Formal document control
- Identification of project interdependencies

There are no documented PRINCE2 in-house standards. The way the Project Support Office works guides new Project Managers and acts as a reminder for existing ones. The Project Office has the backing of senior management to reinforce good practice project management as well as active support. In one instance, an Assistant Chief Constable asked the Head of Information Systems to chair a Project Board on his behalf at a meeting where the Project Initiation Document (PID) was being tabled. The latter declined because the main agenda item was to inform and achieve formal sign off of the PID by the absent officer as Project Director – an example of a PRINCE2 mechanism which was used to ensure the right authority was brought to bear on the project.

There is a recognition of the PRINCE2 principle that ‘the buck stops’ at the Project Board and not the Project Manager. Also there is an understanding that projects are like ‘silly putty’ (if you squeeze them in one place they will expand somewhere else) and people are encouraged to talk scope and risk rather than just cope, which is a natural tendency.

At one point, people were complaining about ‘death by Project Board’ and Project Boards merged into Business Area Boards headed by a member of the Chief Officer Team which could also resolve any of that Board’s inter-project issues. Interdependencies and issues involving two or more business areas continued to be corporate issues for the Programme Board, as previously.

Even so, they retained a clear project focus and were an effective mechanism for resolving project issues.

2.4 Current use of PRINCE2 (2001)

PRINCE2 is currently being used on a £100 million flagship PFI project to relocate the Police Headquarters.

The Corporate Plan, with its aim of Quality Policing Services, continues to drive the roll-out of projects. Business Areas bid for acceptance into the corporate Project Programme using a Project Approach Document (which is pre-project and therefore pre-PRINCE2).

The Project Support Office is likely to remain a permanent feature. Consideration is being given to appointing professional Project Managers to work alongside Business Process Managers.

2.5 Future use of PRINCE2

The Cheshire Constabulary is 5 years into an organisation-wide strategic project programme, comprising over 20 large projects, which have used PRINCE2 very successfully.

An emerging issue is how to tailor PRINCE2 for use on medium sized, service department projects i.e. those not falling into the category of ‘strategic projects’. Combined with limited resources in the ISD Department this represents a challenge but also an opportunity to take stock of project management practices and look for further efficiencies.

3. OGC's Observations on the Case Study



Office of Government Commerce

The overriding message that emerges from reading this Case Study is that the Cheshire Constabulary was able to achieve senior level commitment to the adoption of PRINCE2, which gave credibility and visibility to the way the major change programmes were to apply the approach. We know from experience that this commitment is crucial to an on-going improvement programme in project delivery capability.

The Case Study indicates that the PRINCE2 concepts have been used with due consideration of the business environment in which they are applied – evidenced by the merging of Project Boards with Business Area Boards. This approach to recognising the principles behind PRINCE2 and finding the best way to achieve them in the organisational context is another factor influencing the successful use of PRINCE2.

Implementing a ‘project mentality’ means recognising that you cannot change one aspect of a project (e.g. finance, timescales, human resources etc.) without accepting that it will affect another – the analogy to ‘silly putty’ is a good one.

Managing projects well involves all aspects of the word ‘competence’ – an individual’s knowledge, previous experience, skills, personal aptitude and attitude, ability to apply skills relevant to the situation in hand, and so on. The Case Study describes Project Managers coming from the business side, which ensures there is continual alignment of project objectives with business objectives. Appointing professional Project Managers to work alongside the Business Managers would no doubt bring greater (project) experience to the Constabulary. However, the direct link between project and business should not be allowed to slip.

Improving project delivery – embracing the totality of project management and all personnel involved – is not a trivial or easy exercise. The experiences of the Cheshire Constabulary will provide valuable input to other organisations who are implementing PRINCE2 to provide a framework for delivering major business change.

4. About PRINCE2



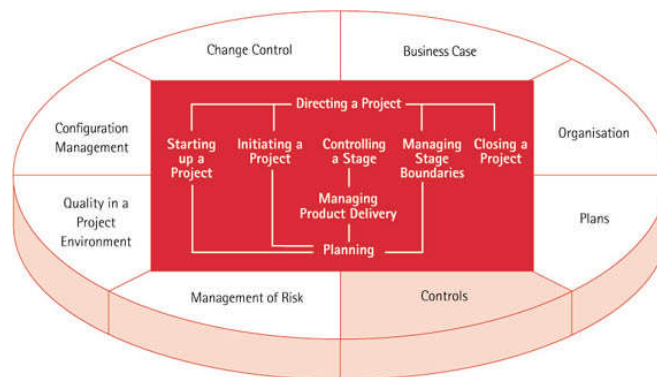
PRINCE2 is a project management method covering the organisation and management of projects. It is designed to be tailored for use on any type of project.

Although PRINCE was originally developed for the needs of IT projects, the latest version, PRINCE2 which was released in October 1996 and has since been updated, is a generic, best practice approach to meet the needs of the whole organisation.

It is widely used in both the public and private sector and is the de-facto standard for project management in the UK. PRINCE2 is increasingly being used in several countries outside the UK, including USA, Australia, New Zealand, The Netherlands, France, Italy, Hong Kong, South Africa, Croatia, Poland.

PRINCE2 was designed and developed by a group of project management specialists under contract to OGC (see below) and over 150 public and private sector organisations were involved in reviewing the quality of the method as it was produced.

PRINCE2 stands for Projects in Controlled Environments i.e. it shows how to set up a controlled environment in which to run a project well.



PRINCE2 is owned by the UK Office of Government Commerce (OGC). More information on PRINCE2 can be obtained by calling the OGC Service Desk on 0845 0004999 or visiting the OGC website at www.ogc.gov.uk/prince2. PRINCE is a registered trademark of OGC.

The Stationery Office is the official publisher of PRINCE2. They can be contacted on 0870 600 5522 or by visiting www.tsonline.co.uk

5. About The APM Group Limited



In partnership with OGC, The APM Group Limited (APMG) provides PRINCE2 training accreditation and an examination scheme. They maintain a list of Accredited Training Organisations and Registered PRINCE2 Consultants.

Richard Pharro, Managing Director of APMG commissioned this Case Study in response to a demand from many organisations seeking help on understanding the relevance of PRINCE2 to their business.

Richard comments 'It is important to find users that are not readily recognised as project orientated businesses, but have been able to take the PRINCE2 concepts and mould them into an effective way of delivering change within their organisation. Clearly, PRINCE2 does not overcome the natural resistance from individuals to change, but as demonstrated in this Case Study, it does enable the organisation to have a better understanding and control of what it is trying to achieve. I would like to add my thanks to Chief Inspector Crie for his time and openness in putting this study together.'

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