



The TRANSFORMATION Project

A Case Study of
Project Partner Collaboration
with
Warwickshire Police

The TRANSFORMATION Project

A Case Study of Project Partner Collaboration – Warwickshire Police

1 – Summary Overview

1.1 – The Organisations Involved

1.1.1 – The TRANSFORMATION Project Partners

The TRANSFORMATION Project was developed by working in a collaborative partnership with colleagues from the Public, Third and Private Sectors. The collaboration consisted of:

Research Project Partners – Aston Business School, Chapel Consulting, the Economic & Social Research Council and the Association for Project Management.

Organisation Project Partners – Warwickshire Police (Public Sector), Echo Managed Services (Private Sector), Playgroup (Private Sector), Birmingham LEP (Public Private Partnership) and Telford & Wrekin Council for Voluntary Services (Voluntary Sector).

Organisation Mentors – DHL Supply Chain and Associated British Foods.

1.1.2 – The Case Study Organisations

This Case Study relates to the collaboration between Aston Business School, Chapel Consulting and Warwickshire Police, one of the primary Organisation Project Partners in the development and use of **The TRANSFORMATION Project** toolsets.

Warwickshire Police is the territorial police force responsible for policing the county of Warwickshire and is the second smallest territorial police force in England and Wales after the City of London Police. It currently employs circa 960 serving officers and 900 support staff with an annual budget of approximately £80 million.

At the start of **The TRANSFORMATION Project** Warwickshire Police were in the process of planning and instigating two new major Automatic Number Plate Recognition System (ANPR) projects. Many issues existed, some critical to the ability to secure funding for the projects, some relating to the engagement of key actors within the project, but more importantly the on-going ability to fund what had become a core policing tool.

1.2 – The Reasons for Collaboration

1.2.1 – From The TRANSFORMATION Project's Perspective

The TRANSFORMATION Project's purpose was to create a suite of Management Tools which were an innovative blend of current Project Management Methodology and cutting edge Academic Research, designed to integrate and supplement existing project and change management practices in any type of organisation. This was not only to ultimately benefit the Organisation Project Partners, but also the whole community of practice regardless of sector. This was achieved by creating a collaborative team consisting of cross-sectorial organisations who were experiencing difficulties in project and change management and academic researchers with a proven track record in those particular fields of expertise.

1.2.2 – From the Warwickshire Police Perspective

There were many hurdles to overcome with the ANPR Projects: Resources, IT, Contracts & Purchasing and Information Security. These were all recognised as Key Actors within the ANPR Projects, as later depicted by the '**Current State Map**'. In addition there was no identified Capital Budget for ANPR, however at the time there was a Revenue Budget which was under pressure due to other operational requirements.

Then there were the 'institutional' issues. Warwickshire Police worked on urgency, i.e. crisis cases get priority & resources rather than long term business cases. This was why ANPR did not have the organisation's full attention despite the obvious business benefits. Getting the 'force' to identify importance rather than urgency would be very beneficial. This had been recognised and led directly to Warwickshire Police's involvement in The TRANSFORMATION Project.

2 – The Story

2.1 – The Context for the Collaboration - ANPR

Automatic Number Plate Recognition (ANPR) had been in existence for approximately 15 years, initially developed for Military and Intelligence use, not a policing tool. The UK Government decided Police Forces should use it and funded the provision of basic equipment for every Police Force in England and Wales. After this deployment Government monitored key performance indicators for ANPR. Once the Government had satisfied itself that ANPR represented value for money as a policing tool, future strategy and direction was given over to the control of the Association of Chief Police Officers (ACPO), and latterly to the National Policing Improvement Agency (NPIA).

Unfortunately, by the time the NPIA had developed national standards for ANPR, some forces, including Warwickshire, had evolved ANPR in their own direction. This led to inconsistencies in both procurement and operation.

Inevitably mistakes were made with early installations, each of which had been treated as a 'stand-alone' project with no central management or control. In addition there was no centralised budget which made transparency of costs difficult.

At this point Warwickshire Police took the decision to address these matters and appointed a Force ANPR Manager, Chris Alexander. By December 2009, having brought ANPR under central management and having established a central budget, Chris Alexander secured funding for two new installations. Unfortunately he was faced with a project timeline that was extremely tight as the funding would only be available for the remainder of the current financial year (31st March 2010).

Actor identification/analysis (Transformation Actor Analysis Toolkit)	21 st December 2009
Production of Business Case documents	19 th January 2010
Brief to Senior Lead	2 nd February 2010
Presentation to Business Improvement Board	3 rd February 2010
BIB approval received	4 th February 2010
Formal proposal from supplier	11 th February 2010
Review of proposal by IT Contracts Manager	16 th February 2010

2.1.1 – History behind the Collaboration

Projects are managed in many ways within Warwickshire Police and can be either centrally controlled by Corporate Programme Management, based at the Force's Headquarters, divisionally controlled within one of the four Directorates such as the Local Policing or Protection Services Directorate or a mixture of both.

Project Management methods such as PRINCE2 are used for larger, complex projects (e.g. National Intelligence Model) which are centrally managed by the Programme Management team, aptly qualified in the required disciplines. Smaller and more local projects tend to be managed by people who are often trained on project management as a 'side skill' to their normal job. Many of these personnel only want or are allowed minimal training as it is not deemed as a necessary skill to their job role.

This leads to multiple standards of Project Management from a qualified PRINCE2 Practitioner following globally recognised Project Management Standards, to a member of staff becoming the 'Accidental Project Manager' with little or no formal training. This diverse range of skills meant that Warwickshire Police managed projects in many different ways however simple or complex.

Currently the impact of failure of Project Management in the Public Sector is immense. For example, the Royal Academy of Engineering and the British Computing Society's report into IT projects in the public sector estimates that £12.4 billion is spent on projects and that only 16% of these projects can truly be judged as successful (Royal Academy Engineering, 2004). The National Audit Office's review of major defence projects paints a very similar picture (National Audit Office, 2005). This highlights the potential savings that could result from even incremental improvements in project management performance.

2.1.2 - The Makeup of the Partnership

Warwickshire Police were represented by Chris Alexander, ANPR Project Manager and Nick Hodgetts, Corporate Programme Manager. Along with Mike Reid, Senior Partner at Chapel Consulting and The TRANSFORMATION Project Knowledge Transfer Executive and Dr. Michael Butler, Aston Business School and The TRANSFORMATION Project Principle Investigator & Project Lead, this was the formation of the partnership.

2.1.3 – Why Collaborate?

Following the TRANSFORMATION Project launch on the 1st October 2009, the committed Organisation Project Partners later that month attended a two day workshop. The purpose of the intense two day event was to generate an understanding of the three evidence-based management frameworks that were to be used to transform project management practice, to identify the needs of the Organisation Project Partners and to jointly develop a project brief for the management tools.

The frameworks included Receptivity for Change (What are the mechanisms for delivering high performance?), Social Networks (Have you considered how stakeholders talk to each other?) and Actor Network Theory (Have you thought about your infrastructure so that it supports your team?). Once the Project Partners had participated in interactive presentations of the frameworks, they then went into a syndicate session, in which they related the frameworks to their organisations. Later in a plenary session, each project partner then shared their issues and ideas.

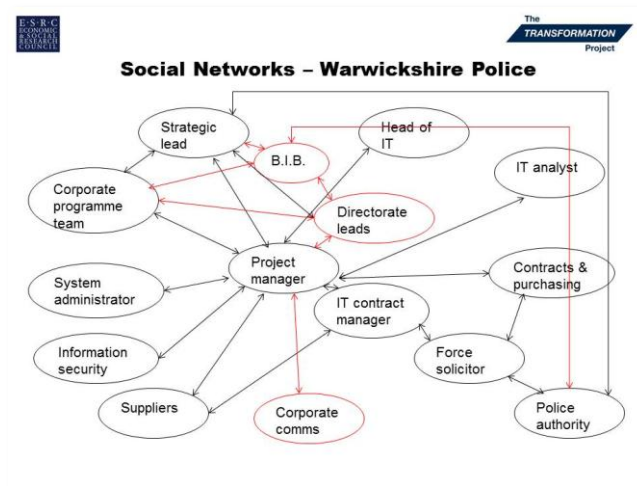


***Mike Reid** (Knowledge Transfer Executive) with **Chris Alexander** (ANPR Project Manager – Warwickshire Police) and **Nick Hodgetts** (Corporate Programme Manager – Warwickshire Police) discussing organisational issues and toolset potential.*

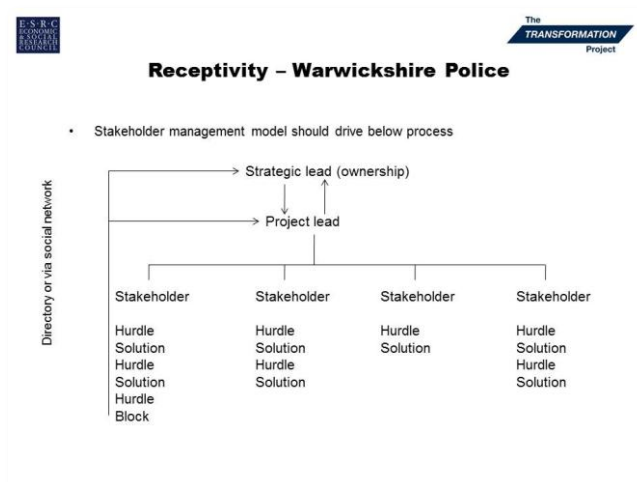
Dr. Michael Butler, Principal Investigator said, *"It was amazing to see our project partners taking challenging ideas and using them immediately to evaluate their current project management activities."*

The workshop showed that the frameworks were really helpful in diagnosing current organisational issues and stimulating debate about how to practically solve them. Warwickshire Police firstly identified their perceived issues in relation to the three frameworks, shown on the following slides. This workshop provided Warwickshire Police with the understanding of their shortfalls and issues, cementing the need for help and collaboration.

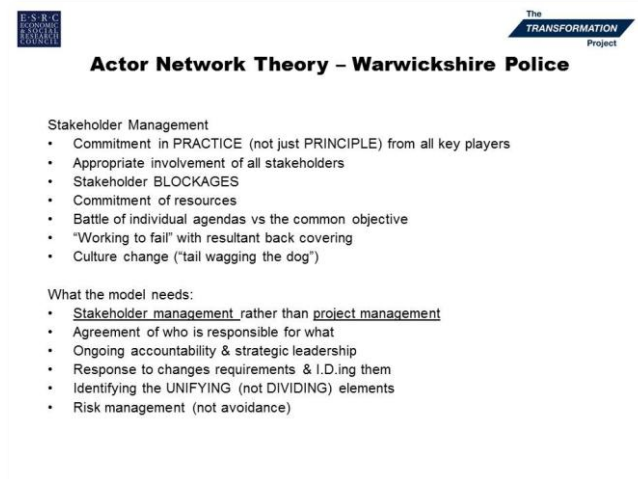
Social Network Theory: Identifying the complexity of inter-departmental relationships within Warwickshire Police.



Receptivity for Change: Identifying the institutionalised inhibitors to project delivery within Warwickshire Police.



Actor Network Theory: Demonstrating the required alignment and mobilisation of all responsible for the successful delivery of projects within Warwickshire Police.



Actor Network Theory – Warwickshire Police

Stakeholder Management

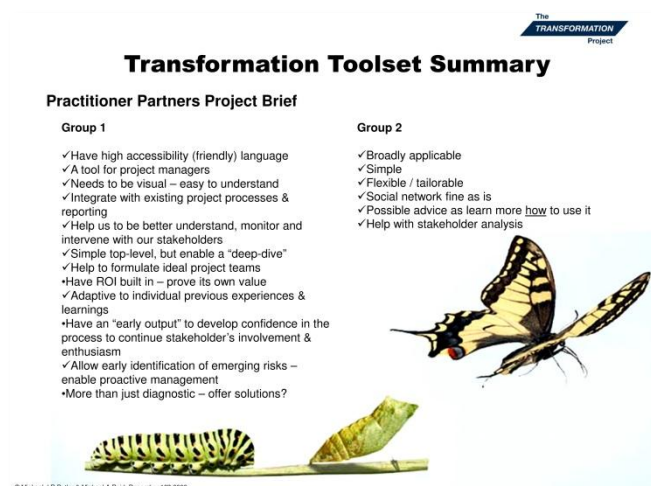
- Commitment in PRACTICE (not just PRINCIPLE) from all key players
- Appropriate involvement of all stakeholders
- Stakeholder BLOCKAGES
- Commitment of resources
- Battle of individual agendas vs the common objective
- "Working to fail" with resultant back covering
- Culture change ("tail wagging the dog")

What the model needs:

- Stakeholder management rather than project management
- Agreement of who is responsible for what
- Ongoing accountability & strategic leadership
- Response to changes requirements & I.D.ing them
- Identifying the UNIFYING (not DIVIDING) elements
- Risk management (not avoidance)

2.2 – Setting up the Collaboration

Once each Organisation Project Partner's needs had been identified it was necessary for the Knowledge Transfer Executive to get under the Organisation's 'skin', meeting people responsible for project delivery, understanding project processes & protocols and further understanding organisational and institutional binds. Not forgetting that the project identified as the 'prototype' toolset testing ground had also to be fully understood regarding scope and context.



Transformation Toolset Summary

Practitioner Partners Project Brief

<p>Group 1</p> <ul style="list-style-type: none"> ✓ Have high accessibility (friendly) language ✓ A tool for project managers ✓ Needs to be visual – easy to understand ✓ Integrate with existing project processes & reporting ✓ Help us to be better understand, monitor and intervene with our stakeholders ✓ Simple top-level, but enable a "deep-dive" ✓ Help to formulate ideal project teams • Have ROI built in – prove its own value ✓ Adaptive to individual previous experiences & learnings • Have an "early output" to develop confidence in the process to continue stakeholder's involvement & enthusiasm ✓ Allow early identification of emerging risks – enable proactive management • More than just diagnostic – offer solutions? 	<p>Group 2</p> <ul style="list-style-type: none"> ✓ Broadly applicable ✓ Simple ✓ Flexible / tailorable ✓ Social network fine as is ✓ Possible advice as learn more <u>how</u> to use it ✓ Help with stakeholder analysis
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The final Project Partner toolset specification.

It was jointly agreed to develop **The TRANSFORMATION Project Toolsets** using Warwickshire Police's Automatic Number Plate Recognition System (ANPR) Project, a locally controlled project. Chris Alexander being the ANPR Project Manager was the primary interface.

"It is worth reiterating that I have very little experience of and no formal qualifications in Project Management. All previous involvement has resulted in what I will call 'seat of the pants' project management, this being a total reliance on common sense and dogged determination to make things work one way or another. It would be fair to say that whilst I have enjoyed some success using this method, it was neither efficient nor professional. All of that said, I believe that this put me in a healthy position in terms of testing the Actor Identification Toolset, as I had no preconceived ideas. The new toolset would either be worthwhile or it wouldn't."

Chris Alexander – ANPR Project Manager, Warwickshire Police

2.2.1 – Co-Ordination Mechanisms and External Support

It was necessary to conduct a set of structured Project Partner Site Visits, fully documented to later assist in effective toolset development. These structured site visits were also the mechanism for understanding the individual project scopes and constraints which were paramount to a successful development of **The TRANSFORMATION Project Toolsets**. These site visits were synchronised with a detailed Project Delivery Plan.

Organisation Project Partner Site Visits were just one of the mechanisms used throughout **The TRANSFORMATION Project**. In addition the following external support and co-ordination mechanisms were used:

Project Partner Workshops – A scheduled series of events which ensured effective toolset development, allowed cross-partner learning & development and maintained momentum and collaboration.

The TRANSFORMATION Project Seminars – These were designed to share transformational experiences from outside of the core group and to promote awareness of **The TRANSFORMATION Project** progress.

The TRANSFORMATION Project e-Zine – A regularly published electronic update to all interested parties.

The TRANSFORMATION Project Web Site – Regularly updated with the latest downloadable publications, podcasts and video footage from the workshops and seminars.

2.2.2 – Decision Making

There were many obstacles to overcome for the ANPR installation projects to be successful including crisis cases and other long term business cases which may need to be afforded greater priority and resource.

The speed of implementation necessary for the proposed ANPR projects and the hurdles to be overcome versus the ‘out of sync’ TRANSFORMATION Project timing meant Chris Alexander had to become an early adopter of the prototype toolsets. Chris had the following comments:

“One thing I did not have was the luxury of time. I needed to do things quickly and get them right first time. For me, it was make or break for The Actor Analysis Toolset. It would either work or I would abandon it and revert to the only other method I knew.”

Chris Alexander – ANPR Project Manager, Warwickshire Police

These two major factors meant **The TRANSFORMATION Project Toolsets** would have to be developed and matured in a ‘live’ situation. This was not ideal but the benefits of immediate feedback and ‘real-time’ testing were extremely beneficial to the decision making process of toolset direction and development.

2.2.3 – Challenges and Problems

Challenges faced by Warwickshire Police:

It was evident that there was not a holistic overview of the ‘Project Actors’ including functions, personnel, change mechanisms and institutional politics. It was also evident at the start of the project alignment of departmental objectives and priorities would be required.

Although the capital funding had been identified, the revenue funding had not. This was a major issue that was eventually overcome by making cost savings within the existing revenue budget. The complicating issue with the capital funding was that it only existed in the current financial year and it would be highly unlikely to be carried over to the next year.

An unforeseen issue was the departure of Nick Hodgetts, Corporate Programme Manager, and the subsequent loss of guidance and support he provided to Chris Alexander.

From **The TRANSFORMATION Project** perspective, the major challenge was the development of the proposed toolsets in line with the Warwickshire Police timing plan, ensuring the toolsets were robust enough to deliver the expected outcomes and provide invaluable development data.

2.3 – How the Partnership worked

2.3.1 – The Structure of Collaboration

As previously described the collaboration consisted of Warwickshire Police who was represented by Chris Alexander, ANPR Project Manager and Nick Hodgetts, Corporate Programme Manager.

The TRANSFORMATION Project was represented by Mike Reid, Senior Partner at Chapel Consulting and **The TRANSFORMATION Project** Knowledge Transfer Executive and Dr. Michael Butler, Aston Business School and **The TRANSFORMATION Project** Principle Investigator & Project Lead.

2.3.2 – Collaboration in Practice – The Good and Bad

The collaboration, despite being ‘out of synch’ from a timing perspective worked extremely well. It allowed the immediate testing of the **Actor Analysis Toolset**, which highlighted areas for improvement far ahead of other Organisation Project Partner ‘field’ testing.


The negative aspect of this collaboration was again timing. The conversion from a ‘current State’ to a ‘Desire State’ is somewhat dependant on the usage of the **Receptivity for Change Toolset**. This was still in embryonic stage at the time of need.

2.3.3 – Outcome and Impact

A draft **Actor Analysis Toolset** was developed and deployed for trial use at Warwickshire Police in time for the deadline of December 21st. This enabled the full Actor Mapping Process to be conducted with the guidance of the project’s Knowledge Transfer Executive. The results were very revealing, highlighting several issues previously unconsidered:

“We thought the TRANSFORMATION project would be full of academic theory that probably would have achieved very little other than further clouding of the actual issue. In reality the process actually allowed us to understand what the problem was. We knew there was a problem but I think that we now have a much greater understanding of what the problem is. That is a massive step towards solving the problem and quite honestly, I doubt that we would have achieved that if we had been left to our own devices.”

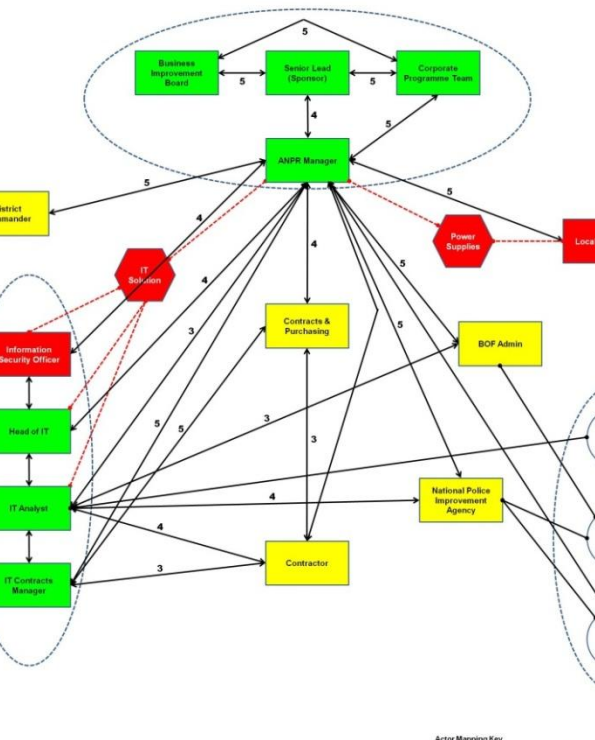
Chris Alexander – ANPR Project Manager – Warwickshire Police



**Warwickshire
POLICE**

The
TRANSFORMATION
Project

Actor Interaction Current State Map



The diagram illustrates the current state of actor interactions. Actors are represented by colored shapes: green rectangles for Human Actors, yellow rectangles for Information Systems Actors, red hexagons for Actor Issues (Project Risk), and yellow circles with a green border for Non-Human Actors. Relationships are shown by arrows: solid black for Formal/Organizational Networks, dashed red for Interpersonal Networks, solid red for Non-Human Actor Interfaces/Dependencies, and blue dashed for Social Networks. Actor groups are enclosed in dashed ovals.

Actors and Groups:

- Human Actors (Green Rectangles):** Business Improvement Board, Senior Lead (Sponsor), Corporate Programme Team, ANPR Manager, District Commander, Information Security Officer, Head of IT, IT Analyst, IT Contracts Manager.
- Information Systems Actors (Yellow Rectangles):** Contracts & Purchasing, BOP Admin, National Police Improvement Agency, Contractor.
- Actor Issues (Project Risk) (Red Hexagons):** IT Solution, Power Supplies.
- Non-Human Actors (Yellow Circles with Green Border):** Local Authority, IT Network, ANPR BOP, NAAS.

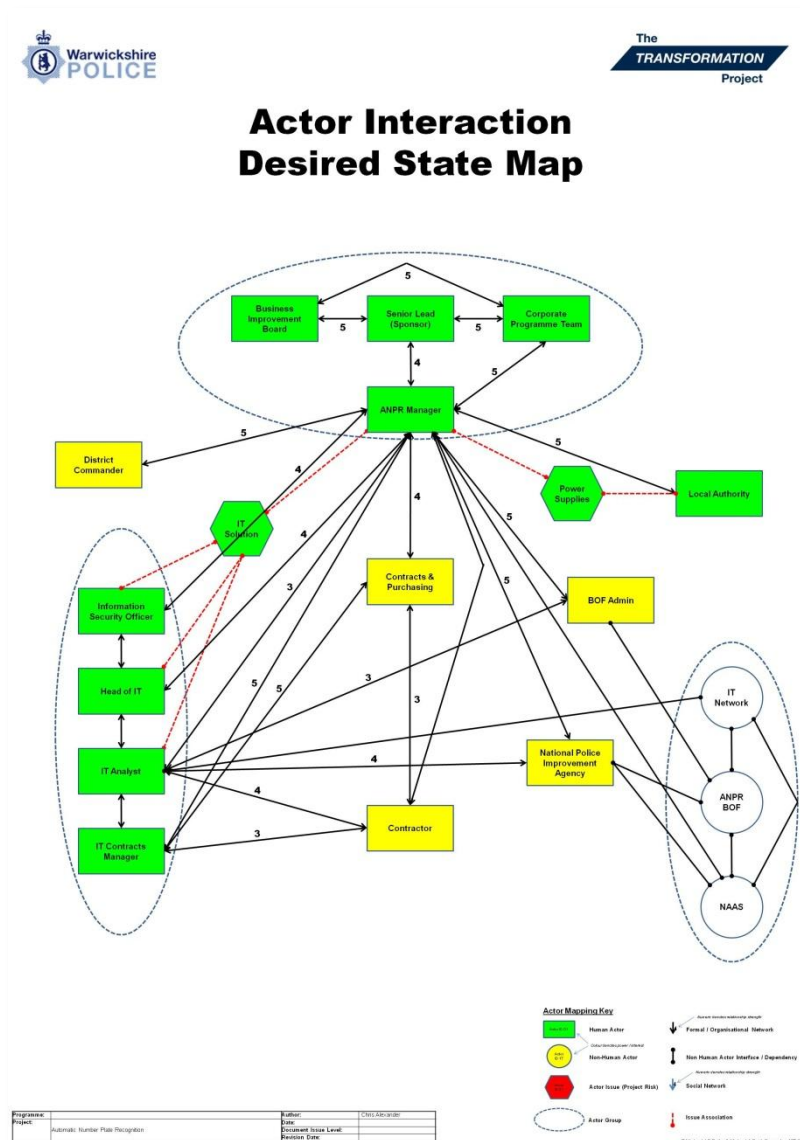
Actor Mapping Key:

- Human Actor
- Information System Actor
- Non-Human Actor
- Actor Issue (Project Risk)
- Actor Group
- Formal / Organizational Network
- Interpersonal Network
- Non-Human Actor Interface / Dependency
- Social Network
- Issue Association

Project	Author	Editor	Version
Warwickshire Police	Warwickshire Police	Warwickshire Police	Warwickshire Police
Warwickshire Police	Warwickshire Police	Warwickshire Police	Warwickshire Police
Warwickshire Police	Warwickshire Police	Warwickshire Police	Warwickshire Police

The creation of the Current State Map highlighted several key issues that needed to be addressed for a successful completion of the ANPR Projects.

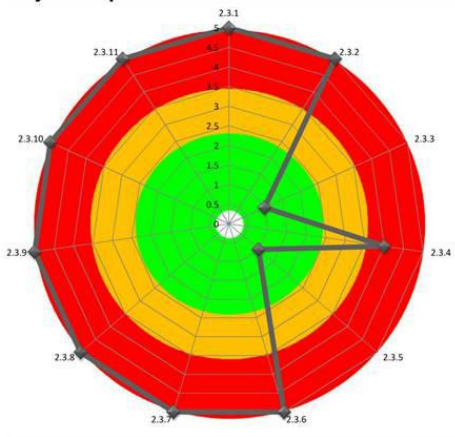
The knowledge gained from the creation of the Current State Map combined with his 30 years plus experience of the organisation, it's culture, institutional politics and other key enablers allowed Chris Alexander to create a draft Desired State Map.



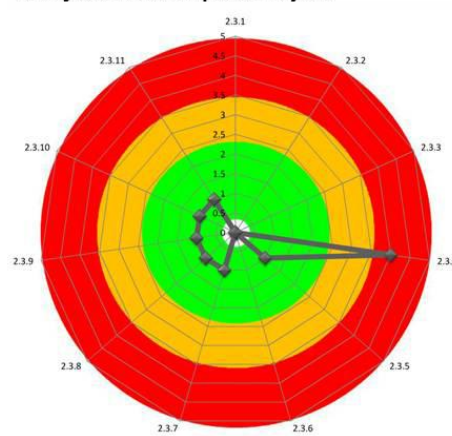
Once the **Receptivity for Change Toolset** reached testing stage, we took the opportunity to conduct a retrospective field trial under closely supervised conditions. The results and accuracy of the **Receptivity for Change Toolset** were quite startling as depicted by the following, although it must be emphasised that this analysis is in relation to the ANPR Project and not indicative of the situation throughout Warwickshire Police:

Comparison – Institutional Politics

Analysis Results prior to Toolset
& Project Implementation



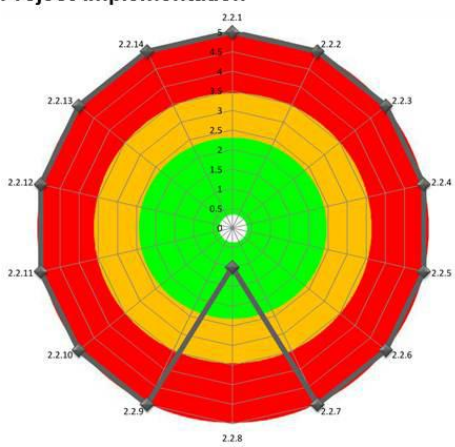
Analysis Results post Project



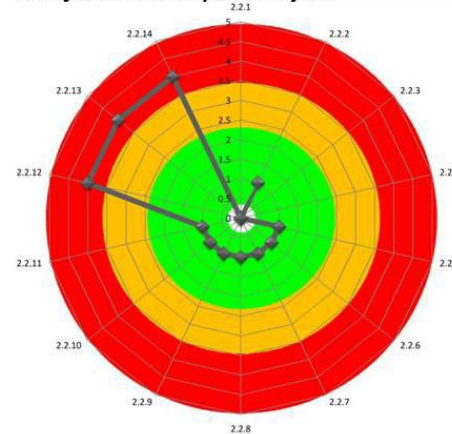
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Comparison – Leading Change

Analysis Results prior to Toolset
& Project Implementation



Analysis Results post Project



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ANPR was installed and became operational as per Chris Alexander's original timing plan, which in itself was a tribute to the effectiveness of The TRANSFORMATION Project Toolsets in the early identification and engagement of project actors. However, below are examples of impact from the project being completed on time:

During the first two and a half months of the first ANPR project going live the scheme has identified the following:

- ***1,273 vehicles subject of intelligence reports from around the country.***
- ***23,347 vehicles with no current registered keeper.***
- ***7,390 vehicles without tax.***
- ***3,657 vehicles without insurance.***
- ***2,069 vehicles subject of reports on the Police National Computer.***
- ***244 vehicles linked to disqualified drivers.***

3 – Overall Lessons

3.1 – What do you think worked well / poorly?

The design of the supporting structure around **The TRANSFORMATION Project** was extremely effective, ensuring continued engagement of the Organisation Project Partners. This is a difficult thing to maintain as their involvement is predominantly on a 'good will' basis.

The engagement of a 'Knowledge Transfer Executive' was critical to the success of the collaboration; A person who understands the practitioner requirements and can translate academic frameworks into usable management tools.

Organisation Partners operate in a dynamic environment; it is not always possible to flex the rigid project plan to suit their rapidly changing needs.

3.2 – With the benefit of hind-sight what would you have done differently?

The collaboration has been a huge success, achieving the original Project Partner Toolset Specifications with demonstrable business improvements. With a collaboration of this complexity across such a protracted timespan it is crucial that future collaborations take note of Section 3.3 – 'Advice on Future Collaboration'.

3.3 – Advice on Future Collaboration

- Understand your Partner Organisation, the challenges and opportunities they face on a daily basis and the environment they operate in.
- Ensure you meet the Organisation Partner expectations.
- Deliver the desired outcomes.
- Take extra-ordinary actions when necessary to suit the real life situations Partner Organisation face.
- Ensure regular informative engagement and communication of progress.

Have a 'back-up' plan when things change outside of your control!

3.4 – Any other information?

For further information on **The TRANSFORMATION Project**, please contact:

DR. Michael JR Butler

Email: m.j.r.butler@aston.ac.uk

Or visit our web site www.thetransformationproject.co.uk

The TRANSFORMATION Project Testimonial

The effect of The TRANSFORMATION Project and the impact on the ANPR Project success to date can be summarised by the following quotation:

"It is worth reiterating that I have very little experience of and no formal qualifications in Project Management. All previous involvement has resulted in what I will call 'seat of the pants' project management, this being a total reliance on common sense and dogged determination to make things work one way or another. It would be fair to say that whilst I have enjoyed some success using this method, it was neither efficient nor professional. All of that said, I believe that this put me in a healthy position in terms of testing the Actor Analysis Toolset, as I had no preconceived ideas. The new toolset would either be worthwhile or it wouldn't.

By remarkable coincidence, as the Transformation Project Actor Analysis Toolset became available, I was about to embark on two new ANPR projects. These projects were extremely time constrained in that the funding for them only existed within the current financial year ending on 31st March 2010. One thing I did not have was the luxury of time. I needed to do things quickly and get them right first time. For me, it was make or break for the Toolset. It would either work or I would abandon it and revert to the only other method I knew.

I invested half a day using The Actor Analysis Toolset to identify and analyse the Actors involved. Having done this I then produced a current state map. So far, it has proved to be a very worthwhile investment. Below is a breakdown of what happened during the process:

The Actor Identification Table was flexible enough to allow me to break the project down into chronological stages, allowing me to see not only which actors would be involved and how, but also when that involvement would be.

Further flexibility was demonstrated by the fact that individual names within the state map could be replaced with posts. Because both projects were very similar this prevented me from having to do the work twice. Differences in relationship strengths could be dealt with by utilisation of separate overlays (E.g. District Commander, Local Authority).

Production of the Current State Map revealed a number of important things. Firstly it revealed that although I considered myself in isolation at the heart of the project, in fact I was part of an actor group that included the Corporate Programme Team and the Senior Lead. This in turn meant that by fully engaging with the group and in particular the Corporate Programme Team, there would not be a single point of failure for the project, i.e. me.

Secondly it revealed that the Information Security Officer, who again I would previously have considered in isolation, was in fact part of an actor group that included the Head of IT, the IT Analyst and the IT Contracts Manager. This in turn allowed me to ensure that he was included at relevant stages of the project.

Thirdly it revealed that the three non-human actors identified were also an actor group and should not be considered in isolation.

The actor identification/analysis and the state map allowed me to identify the actors I needed to engage with in the process of producing the business cases. This in turn allowed me to produce comprehensive business case documents that answered all possible questions at the first time of asking. It also helped me to deliver a comprehensive briefing to the Senior Lead prior to him presenting the business cases to the Business Improvement Board who would approve or reject the projects. The same information was used as a basis for producing a Gantt style chart of what needed doing, by whom and when.

This early identification and involvement of relevant actors and their respective power and influence within the project meant that I would be in a far better position to proceed and hit necessary targets once approval for the projects was gained.

In summary:

- *The toolsets were simple and easy to use.*
- *It allowed flexibility of use.*
- *It was not hugely demanding on time.*
- *The time invested was extremely beneficial.*
- *The state map provided at a glance 'best chance' routes for success.*
- *The Senior Lead was fully engaged and aware of his responsibilities, which in turn helped to ensure smooth progression of the process. Historically this has not always been the case.*
- *Every aspect of the project so far has been economic, efficient and professional."*

Chris Alexander – ANPR Project Manager – Warwickshire Police