



# Best Practice Showcase 2007

Wednesday 27 June

QEI Centre, Westminster

# PROGRAMME MANAGEMENT IN THE POLICE SERVICE –

## A CONTRADICTION IN TERMS?

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(lately Assistant Chief Constable)

*In association with Xansa Education & Training*

# OUTLINE OF PRESENTATION

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- My background
- The Police Service Context
- Where are we now – with some examples
- Where do we want to be – a blueprint for success?
- How do we get there – some suggestions
- Questions/discussion

# MY BACKGROUND

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- Retired in 2006 as Assistant Chief Constable
- Significant experience in managing change nationally, regionally and at police force level
- Now an independent consultant
- Current portfolio includes Programme Management consultancy for ACPO on Criminal Use of Firearms

# THE POLICE CONTEXT

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- 43 Police Forces in England and Wales
- Tripartite governance and funding – Home Office, Police Authorities and Chief Constable
- Tensions between central and local direction
- £8 billion budget, 140,000 staff

# THE POLICE CONTEXT (1)

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- Nationally driven change – Home Office, NPIA (previously myriad agencies of like NCPE, PITO Home Office departments various, Criminal Justice etc); ACPO
- Regional level change
- Force level – re organisations, rationalisations, response to local demands etc

**BUT ALSO.....**

## THE POLICE CONTEXT (2): AFTER THE AMALGAMATION DEBACLE

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- Developing and building of collaboration – regional & national, for ‘protective services’
- Home Office review of what’s happening – pathfinder ventures & funding?
- Lots of warts and all stories – ACPO research
- ‘Valiant endeavours but often unstructured and unco – ordinated’
- ‘Some success stories particularly with less ambitious back office collaboration’

## THE POLICE CONTEXT (3): AFTER THE AMALGAMATION DEBACLE

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- ‘Everyone re-inventing the wheel – lots of energy and resources...’just do it’ mentality’
- ‘No good practice repository or ability to access lessons learnt’
- ‘Variable programme/project management skills’

# THE POLICE CONTEXT (4): AFTER THE AMALGAMATION DEBACLE

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## ACPO research recommendations

*(Spectrum of Collaboration )*

- Develop a vision/step vision for the service  
*simplification – standardisation – sharing (Hedra plc)*
- Develop a knowledge management approach
- Amend legislation to encourage collaboration
- Develop project/programme management skills
- Encourage, guide and facilitate collaborative working
- Develop skills in business change in preparation for the 'new way'  
*(referred to by Hay Group plc as network professionalism )*

# WHERE ARE WE NOW?

*(ADAPTED FROM TONY KIPPENBERGER – WHY CHANGE EFFORTS FAIL)*

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- Centrally driven change
- One size fits all
- Rapid, confusing, contradictory initiatives – and outside the budget planning cycle
- Imperative to respond rapidly to the unexpected or unforeseen
- Pressure created by media and media campaigns
- Service improvements sought without additional funding

# WHERE ARE WE NOW?

*(ADAPTED FROM TONY KIPPENBERGER)*

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- Senior levels may see the need for change – the majority affected don't
- No understanding of the problem, or the vision by staff
- WHY DO IT – 'things have been going well'.... 'If it ain't broke don't fix it'....'its under control, don't rock the boat...'
- We may deliver outputs / products – but what about benefits (new IT without business process change = expensive old business process)
- Appearance of not being 'joined up'

# EXAMPLE 1: A REGIONAL COLLABORATION

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- Regional collaboration venture for protective services, 3 forces
- Several £ hundred 000's on and 12 months later – still not agreed a vision or blueprint
- Nothing delivered
- Fundamentals of funding, governance etc unresolved
- 3 x SRO's.... A novel approach

*(source: HMIC 'Closing the Gap')*

## EXAMPLE 2: NATIONAL DOCTRINE – (SURVEY FINDINGS)

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- Delivery timescales unrealistic
- Poor integration with force planning cycles
- No identification of finance/resource requirements
- Capacity and capability to implement is an issue
- Doctrine portfolio too long / unprioritised

# DOCTRINE SURVEY (EXAMPLE 2 CONT'D)

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Q: DO FORCES HAVE A LOCAL CORPORATE FUNCTION FOR MANAGING BUSINESS CHANGE?

80% say 'yes', but

- Majority do not have a co-ordinated programme plan
- business change functions are at different stages of maturity

# DOCTRINE SURVEY (EXAMPLE 2 CONT'D)

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- n Q: WHAT SUPPORT WOULD FORCES LIKE TO MANAGE BUSINESS CHANGE?
  
- n 70% forces expressed an interest in a consultancy service *with subject matter expertise* to develop:
  - in house change management and
  
  - programme management capabilities

# DOCTRINE SURVEY (EXAMPLE 2 CONT'D)

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Q: WHAT INFORMATION DO FORCES NEED

- Benefits/dis- benefits
- Implementation timeframe
- Resources needed/costs
- Project/Programme Risks
- Dependancies
- Training implications
- Business drivers

*i.e. what one would expect in a well managed 'MSP' programme*

# EXAMPLE 3: NABIP

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## ■ National Ballistics Intelligence Programme

### The Vision:

Fast time no cost comprehensive gun crime intelligence

### Achieved by:

- State of the art forensic linking technology for bullets and cartridges
- 3 police owned forensic hubs
- linked national firearms intelligence database
- business change management and doctrine development

## EXAMPLE 3: NABIP

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- Properly funded – Home Office, all forces
- Full time, trained and experience Programme Office and team using MSP
- Delivering on time, on budget, benefits managed

# WHERE ARE WE NOW – THE BAD

*(BACK TO KIPPENBERGER)*

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- Poor adherence to PPM methodology – especially at Force level and some ACPO national work
- Untrained programme/project managers and SRO's
- Unrealistic expectations
- Absence of external scrutiny/quality assurance
- Desire to cut corners to 'get it done'
- No mechanisms to share good practice
- Poor appreciation of the benefits of a central programme/projects office – not resourced

# WHERE ARE WE NOW – THE BAD

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These are often big budget, high risk programmes.

*‘Would a firearms, murder investigation or major incident, be managed this way?’*

# WHERE ARE WE NOW – THE GOOD

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- Some emerging good practice using PPM
- Some big national programmes looking at PPM
- Some well established national initiatives proficient in PPM, notably I.T

# IT STARTS FROM THE TOP: SOME SENIOR STAKEHOLDER VIEWS OF PPM

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‘Its just common sense, you don’t need  
training....’

(Assistant Chief Constable and Programme Director,  
metropolitan force)

# IT STARTS FROM THE TOP: SOME SENIOR STAKEHOLDER VIEWS OF PPM

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‘I don’t care if I never see another risk register....’

(Assistant Chief Constable and Programme Director,  
national agency)

# IT STARTS FROM THE TOP: SOME SENIOR STAKEHOLDER VIEWS OF PPM

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‘PRINCE2 is in my experience an unnecessary bureaucracy, I am not a supporter.....’

(Chief Constable of a major metropolitan force)

# IT STARTS FROM THE TOP: SOME SENIOR STAKEHOLDER VIEWS OF PPM

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**‘Whats MSP?’**

(Chief Constable of a shire county force)

# IT STARTS FROM THE TOP: SOME SENIOR STAKEHOLDER VIEWS OF PPM

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**‘I know how to deliver change, and I  
don’t need this (MSP/PRINCE2)’**

(Assistant Chief Constable and Programme Director,  
medium sized force)

# IT STARTS FROM THE TOP: SOME SENIOR STAKEHOLDER VIEWS OF PPM

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**‘I don’t need to know about that (MSP).  
I leave that to the experts...’**

(Deputy Chief Constable and Programme Director for a  
regional collaboration)

## A VIEW FROM OUTSIDE...

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*“ Many of the problems encountered in the Police Service delivering programmes and projects are common to other sectors. There are several areas of good practice that could easily be transferred and which could result in significant benefits’*

(Steve Lunn, consultant to ACPO Change and Implementation Support Team (ACIST))

# WHERE DO WE WANT TO BE – A BLUEPRINT FOR SUCCESS?

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- Pragmatic adherence to PPM methodology
- External QA – extend the Gateway process?
- Mentoring for SROs
- Trained experienced and dedicated practitioners
- Central repository of good practice specific to the sector/culture (become a learning organisation)
- Common templates/ standards
- Applying best practice from other sectors

# WHERE DO WE WANT TO BE: A BLUEPRINT FOR SUCCESS?

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- Share good practice to forces (eg complex collaborative ventures)
- Collaboration agenda -nonsensical that forces struggle with common complex issues without central guidance (eg governance, funding, legal/constitutional issues)
- A police sector specific PPM doctrine based on PRINCE2 and MSP? (a knowledge management approach)

# HOW DO WE GET THERE – SOME SUGGESTIONS

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- PPM training & skills assessment – focus on the needs of the organisation – its more than just personal accreditation
- MSP & PRINCE2 training specific to the sector/ organisations requirements – relevant case studies in training and accreditation, not one size fits all
- Remote support – business case reviews, remote surgeries, e-mail support
- Mentoring, coaching, facilitation, workshops
- Community of Practice – mutual support/ corporate PSO's
- Champions

# AND INVESTMENT!!!!!!!!!!

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- In Training
- In corporate PSO's
- In dedicated staff

*'failing to invest is investing to fail'*

# LETS DISPEL THE MYTH.....

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PROGRAMMES AND PROJECTS ARE NOT  
COST NEUTRAL. THEY NEED:

- UP FRONT INVESTMENT,
- DEDICATED SKILLED AND TRAINED  
STAFF

# IN CONCLUSION

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The Police Service is on the cusp of significant step change.....

With the discipline of PPM this could be a fantastic success story

Without it, this could be disastrous

THANKS FOR LISTENING

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