



## Project Healthcheck Review

### Project Oberon Phase II

Implementation of the Case Preparation, Prisoner Management and Warrants Management functionality  
Of the Niche Records Management System



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### *Restricted Management*

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Tahir Hanif	Malcolm Wilson	12 April 2006	1.05	Live Issue



## Amendment(s) History

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Date	Version	Details	Distribution	Comments
12/4/06	1.05	Live Issue	DCC Ian Readhead, Superintendent Dave Hardcastle, Malcolm Wilson	
7/4/06	1.04	Updated following comments from Dave Hardcastle (email 6 <sup>th</sup> April 06)	DCC Ian Readhead, Superintendent Dave Hardcastle, Malcolm Wilson	
5/4/06	1.03	Further draft issue for comment.	DCC Ian Readhead, Superintendent Dave Hardcastle, Malcolm Wilson	
9/3/06	1.02	Draft version for HC	DCC Ian Readhead, Superintendent Dave Hardcastle, Malcolm Wilson	
8/3/06	1.01	Restructured and Edited (MW)	Malcolm Wilson	



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## List of Abbreviations

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The following abbreviations have been used in this report:

RMS	Records Management System
IDEF	Integrated Definition Method
CRB	Crime Recording Bureau (Formerly known as Force Crime Recording Team)
CIS	Crime Intelligence System
COTS	Commercial Off The Shelf
NUG	National User Group
GCAT2	Government Supply Contract
NSPIS	National Strategy for Policing Information Systems
PITO	Police Information Technology Organisation
BCU	Basic Command Unit
PID	Project Initiation Document
CJX	Criminal Justice Exchange



## EXECUTIVE SUMMARY

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1. We were asked by DCC Ian Readhead to review Phase II of Project Oberon.
2. The project team has made a huge amount of progress and a new IT system has been implemented into the Force. This system will, in the fullness of time, start to deliver benefits to the organisation. Phase I was implemented on 1<sup>st</sup> April 2005.
3. While we found evidence of good project management practice there were also some areas that we felt were deficient.
4. We recommend that Hampshire Constabulary:
  - Modifies the existing project structure.
  - Creates risk registers for each level of the project structure.
  - Develops a change control system.
  - Introduces more effective contract management.
  - Improve the level of project planning and project reporting.
  - Improves the existing level of cost control.
  - Proactively manages benefits realisation.
  - Agrees how RMS can help in delivering an efficient and effective police force.
  - Puts in place a much better system for analysing, modifying and agreeing business processes with the business.
  - Manages its portfolio of projects and programmes.
5. The project is at an advanced stage of delivery and implementing the recommendations will not bring about any drastic improvements in performance. They will help to ensure an audit trail and promote best practice where possible.
6. We believe that Phase II will deliver on time. But there may be a need to obtain further support for the business to ensure that the RMS is bedded in and providing the right level of data for effective and efficient policing. This will take time, involve extra resources and could result in additional costs for the project.
7. This healthcheck only relates to the period when the review was carried out between 20<sup>th</sup> February and 9<sup>th</sup> March 2006. This healthcheck is a 'snap shot' assessment of Phase II based upon an agreed methodology and is **NOT** to be considered as an OGC Gateway<sup>TM</sup> Review.



## 1.0 INTRODUCTION

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### **This Document**

- 1.1 This report concludes OGC's healthcheck review of Project Oberon, Phase II.
- 1.2 We have structured the report to emphasise and support our recommendations, in Section 2. Section 3 contains a 'snapshot' of the project's performance in managing cost, time and risk. Section 4 summarises our findings and Section 5 concludes our report. We have enclosed further detail in the Appendices.

### **Our Appointment and Scope**

- 1.3 We initially met DCC Ian Readhead and Paul Davies on 8<sup>th</sup> November 2005 to understand our involvement and agree the scope of the intended healthcheck review. Following this meeting, our proposal was accepted and after further discussions a start date for 27<sup>th</sup> February 2006 was agreed.
- 1.4 The scope of the review was centred on Phase II of the Project Oberon programme. In the review, we agreed we would:
- interview a cross section of staff from the Phase II project team;
  - review key project documents;
  - provide a snap-shot of where the project is in terms of cost and time; and
  - assess how the project compares to the requirements of PRINCE2.
- 1.5 Tahir Hanif carried out the review between 27<sup>th</sup> February and 9<sup>th</sup> March 2006.

### **Our Approach and Methodology**

- 1.6 As work on Project Oberon was at an advanced stage, we decided that the best way to ensure that an assessment was carried out was to use the PRINCE2 template for conducting healthchecks.
- 1.7 In addition to this, we also wanted to demonstrate that both an objective and subjective assessment of Project Oberon was made. To do this we interviewed a cross section of key personnel from Phase II, and made a thorough examination of relevant project documentation.
- 1.8 Our methodology is shown in figure 1.

Review of the Hampshire Police Niche RMS Solution

## Methodology

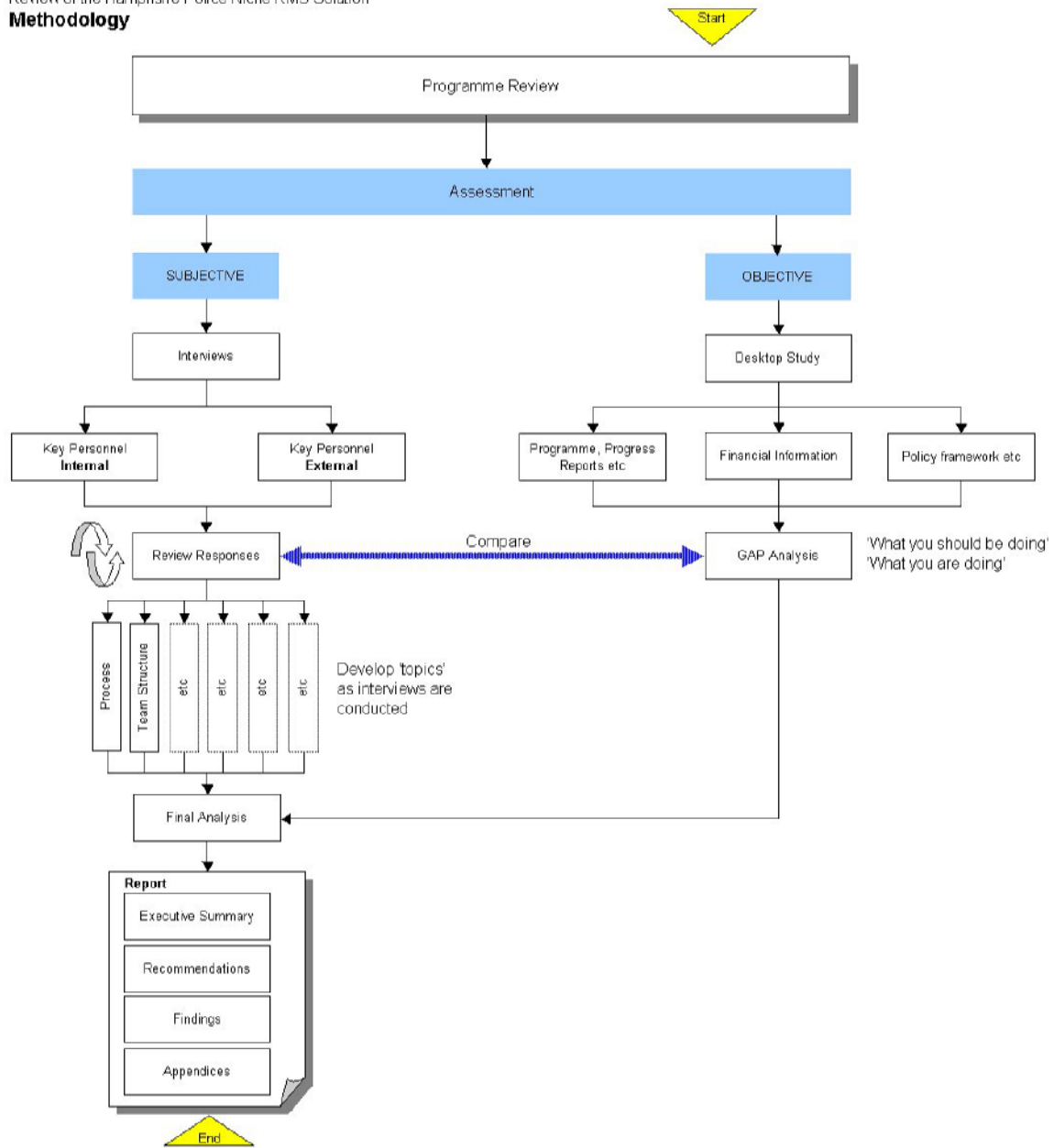


Figure 1 - Healthcheck Review Methodology



## 2.0 RECOMMENDATIONS

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2.1 We are proposing ten recommendations for Project Oberon, under the following headings:

- ❑ Project Structure
- ❑ Risk Management
- ❑ Change Control
- ❑ Contract Management
- ❑ Project Planning
- ❑ Cost Management
- ❑ Benefits Management
- ❑ Understanding the RMS solution
- ❑ Business Process Mapping
- ❑ Portfolio Management.

The context for our review is in Appendix A. Further details of our recommendations can be found overleaf. The findings that led to our recommendations are in Section 4.





2.2 Ten recommendations are being proposed as a result of this Healthcheck review. With each recommendation, we summarise our reasons, make suggestions on how it might be implemented and outline the potential beneficial outcomes if the recommendation is implemented.

<b>Recommendation #</b>	<b>1</b>
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<b>Category</b>	<b>Project Structure</b>
<b>Recommendation</b>	Modify the existing project structure.
<b>Reason</b>	To ensure greater clarity and remove layers of management.
<b>Suggestion(s)</b>	Replace the programme board with the project board.
<b>Potential Outcome(s)</b>	This will ensure that decisions are made quicker and that all roles and responsibilities are clear.

<b>Recommendation #</b>	<b>2</b>
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<b>Category</b>	<b>Risk Management</b>
<b>Recommendation</b>	Create risk registers for each level of the project structure.
<b>Reason</b>	To ensure that risks are proactively managed before they become crises.
<b>Suggestion(s)</b>	Design and implement a new risk management process to complement the project structure.
<b>Potential Outcome(s)</b>	Greater clarity and appreciation of risks.



<b>Recommendation #</b>	<b>3</b>
<b>Category</b>	<b>Change Control</b>
<b>Recommendation</b>	Develop a change control system.
<b>Reason</b>	To ensure that all changes to scope, time, quality and other technical issues are captured.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ The team should assess the cost implications of all changes, which are then approved by the project board / project manager.</li><li>❑ Create a change control process or use the defects tracker system that already exists on the extranet.</li></ul>
<b>Potential Outcome(s)</b>	Greater cost control, accountability and traceability of key decisions on Project Oberon.



<b>Recommendation #</b>	<b>4</b>
<b>Category</b>	<b>Contract Management</b>
<b>Recommendation</b>	Introduce more effective contract management.
<b>Reason</b>	To ensure compliance with the requirements of the GCAT2 contract.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Formalise all communications with Niche and other third party suppliers.</li><li>❑ Put in place simple processes and procedures for capturing key decisions.</li><li>❑ Monitor the performance of Niche via the agreed Service Level Agreements.</li><li>❑ Put in place a change control log that captures all the level of changes required to the system.</li><li>❑ Monitor the implications of additional costs, i.e. licences, interfaces etc and inform the project office.</li><li>❑ Monitor progress against agreed milestones and record any deviation.</li><li>❑ Ensure that source code of the maintainable software is placed in escrow with NCC.</li><li>❑ Formalise all communications with Niche, including the preparation of all minutes of meetings and associated conversations.</li></ul>
<b>Potential Outcome(s)</b>	<ul style="list-style-type: none"><li>❑ Greater clarity of roles and responsibilities</li><li>❑ Much better audit trail for future reference.</li><li>❑ Protection from criticism of propriety.</li><li>❑ Improve ability to manage performance.</li></ul>



<b>Recommendation #</b>	<b>5</b>
<b>Category</b>	<b>Project Planning</b>
<b>Recommendation</b>	Improve the level of project planning and project reporting.
<b>Reason</b>	To clearly show which activities are critical and need to be delivered including a baseline.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Redraft existing project timelines.</li><li>❑ Start to establish a baseline plan, from which future measurements can be made.</li><li>❑ Clearly show what the critical path activities are.</li><li>❑ Establish a link with resource planning and forecasting.</li><li>❑ Integrate the timelines for all project related activity so that it is possible to drill down from high level plans into task level detail.</li><li>❑ Improve the existing high level reports and add more graphics to ensure everyone understands the key issues.</li></ul>
<b>Potential Outcome(s)</b>	Greater clarity and earlier identification of potential bottlenecks to project progress.



<b>Recommendation #</b>	<b>6</b>
<b>Category</b>	<b>Cost Management</b>
<b>Recommendation</b>	Improve the existing level of cost control.
<b>Reason</b>	To ensure that all aspects of costs are captured and reported in time. This measurement should be referenced to the baseline.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Link in change control, risk management and benefits management processes to provide greatest advantage.</li><li>❑ Integrate work with the contract management process to ensure that any costs incurred with Niche are captured.</li><li>❑ Monitor the input of external consultants by collated timesheets and checking this against agreed deliverables and man-hour forecasts.</li><li>❑ Agree a fixed price lump sum fee for consultancy work where applicable.</li><li>❑ Aggressively monitor actual, forecast, committed and out-turn costs on a regular basis.</li></ul>
<b>Potential Outcome(s)</b>	Better cost control and early warning of rising costs against budget.



<b>Recommendation #</b>	<b>7</b>
<b>Category</b>	<b>Benefits Management</b>
<b>Recommendation</b>	Proactive manage benefits realisation.
<b>Reason</b>	To ensure that what was originally stated in the business case can be achieved.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Liaise closely with change control, risk management and cost control processes.</li><li>❑ Include dependencies on other business change projects or programmes.</li><li>❑ Measure benefits against the baseline position.</li><li>❑ Ensure that measurement of financial benefits is against actual costs for the new system.</li><li>❑ Liaise with cost management function on a regular basis.</li></ul>
<b>Potential Outcome(s)</b>	Better understanding of issues affecting the realising of business benefits.



<b>Recommendation #</b>	<b>8</b>
<b>Category</b>	<b>Understanding the RMS</b>
<b>Recommendation</b>	Agree how the RMS can help in delivering an efficient and effective police force.
<b>Reason</b>	To ensure that the project team can plan and accommodate any future changes to business processes.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Have an independent IT audit of the RMS solution.</li><li>❑ Reassess the project plan in accordance with any additional work that may be identified by the IT audit.</li><li>❑ Reassess if the RMS implementation is in line with the Hampshire Constabulary Information Systems (2005-2009) &amp; Information Management Strategy (2007 –2008)</li></ul>
<b>Potential Outcome(s)</b>	Greater understanding of how the software needs to be implemented to provide the greatest benefit to Hampshire Constabulary.



<b>Recommendation #</b>	<b>9</b>
<b>Category</b>	<b>Business Process Mapping</b>
<b>Recommendation</b>	Put in place a more effective system for analysing, modifying and agreeing business processes with the business.
<b>Reason</b>	To provide greater clarity and ensure that there is a formal sign-off from the business.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Ensure that a simple, hierarchical form or graphical structure exists for process mapping, e.g. IDEF</li><li>❑ Agree changes in business process with the business via a formal sign-off process.</li><li>❑ Collate the business process maps for future reference.</li><li>❑ Track all changes to the business process and clearly communicate these to the business and the project team, in particular, training.</li></ul>
<b>Potential Outcome(s)</b>	Improve an understanding of process changes and how it affects the various parts of the business.





<b>Recommendation #</b>	<b>10</b>
<b>Category</b>	<b>Portfolio Management</b>
<b>Recommendation</b>	Start to manage the portfolio of projects and programmes within Hampshire Constabulary.
<b>Reason</b>	To minimise an adverse impact on timelines, resources and project costs.
<b>Suggestion(s)</b>	<ul style="list-style-type: none"><li>❑ Create a central function within Hampshire Constabulary for managing projects and programmes.</li><li>❑ Ensure that benefits management across projects and programmes are managed in a consistent manner.</li><li>❑ Monitor resource levels across projects and programmes.</li><li>❑ Manage external consultancy input across projects and programmes by negotiating fixed price lump sum fee arrangements.</li></ul>
<b>Potential Outcome(s)</b>	Better utilisation of project resources.



### 3.0 SNAPSHOT OF PROJECT PROGRESS

#### Costs

- 3.1 Project Oberon has been in existence since 2003. The initial business case (version 1.1 dated 21<sup>st</sup> march 2003) showed a forecast over 5 years. A revised business case (version 2 dated 18<sup>th</sup> Feb 2005) shows the forecast over a 6-year time frame. In addition to this the project costs have been increased by 21% of the original figure to £6.3 m.
- 3.2 The programme support office is capturing costs on a regular basis and reporting these to the programme board. We have prepared a summary based upon the breakdown provided to us. These are attached in Appendix B.
- 3.3 Project Oberon is being financed through two costs centres, namely CAPOBE (Capital) and OBERO (Revenue).
- 3.4 We have added the actual and forecast costs to produce a projection of final project costs. This is shown in Figure 2.

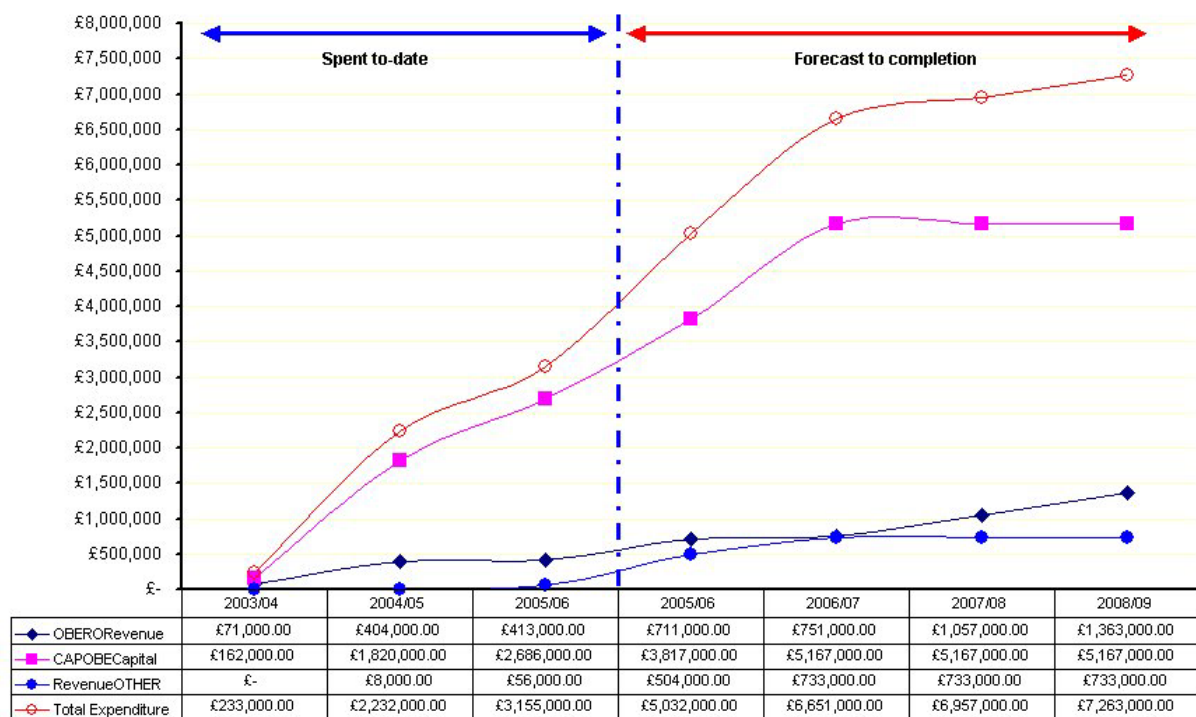


Figure 2 - Cost graph for Project Oberon





## 4.0 FINDINGS

4.1 This is a summary of our key findings, based on a review of key project documentation and feedback from project personnel. Appendix C contains findings from our interviews, while Appendix D sets out the results of our assessment of the project against the standards of PRINCE2. Appendix E contains a list of the people we interviewed and Appendix F lists the documents we reviewed.

### Project Structure

4.2 Project Oberon is being run as a programme. It is for this reason that there is a programme board and a project board. We believe that Project Oberon should be run as a project and that the programme board and project board should be combined. Figure 4 shows how a suggested structure.

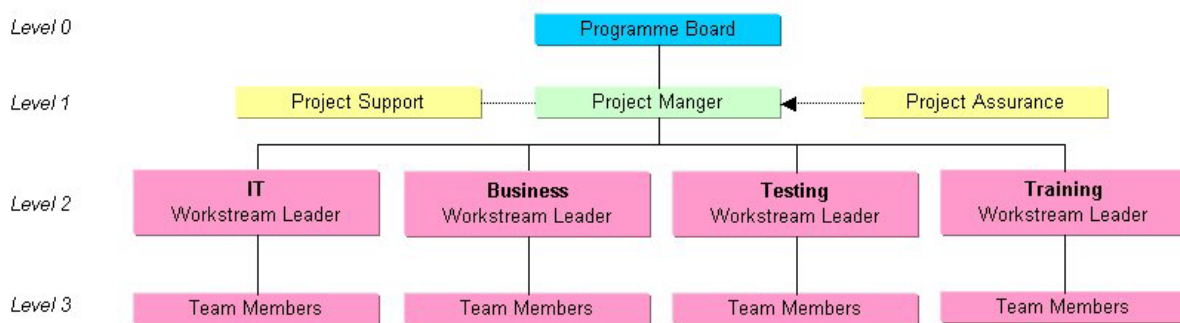


Figure 4 – Modified Project Structure

4.3 Most of the participants sit on both boards so this will cause little disruption. The benefit of having one board would improve communication and decision-making.

### Project Scope

4.4 Project Oberon appears to have grown as and when the capabilities of the RMS became apparent. It is important to control the level of scope creep, especially if the project needs to be delivered within budget and realise its financial benefits.

### Risk Management

4.5 Risk management procedures need to be in line with the project structure. There should be a risk register for each change in level of the project structure.



- 4.6 The current arrangement of one register for the entire project is insufficient.
- 4.7 The risk management structure should reflect the project structure so that risks are captured at each level. Breaking down the risk will ensure that all aspects are addressed and the appropriate mitigation is allowed for.
- 4.8 Strategic level risks must be managed at programme board level, tactical risks must be managed at project level.

### **Change Management**

- 4.9 There is no change control process for Project Oberon. It is important that all changes to the programme are captured and the cost implications agreed with the project manager before decisions to incur expenditure are made.
- 4.10 The testing team are managing version control of the RMS software using the 'defects tracker'. This is a good discipline to follow and it would be nice if the rest of the project team could also use this system.

### **Contract Management**

- 4.11 There is currently no contract management function on Project Oberon and this poses the greatest risk to the Project.
- 4.12 A contract with Computacenter UK Ltd was signed on 30<sup>th</sup> March 2005 and the go-live date for Phase I was 1<sup>st</sup> April 05.
- 4.13 We understand that Niche have not signed a contract with Computacenter UK Ltd.
- 4.14 In addition to this, the formalities of the contract as detailed in the GCAT2 contract are not being complied with and we urge the project team to do so at the first instance.
- 4.15 Communications between the project team and Niche management are casual and minutes of meetings are not prepared.
- 4.16 Without proper documentation it will prove difficult to trace back why certain decisions were made and who authorised them, hence the need for change control.



### **Time Management**

- 4.17 Whilst the timelines for the project do exist, it is not clear what the critical path is. More importantly the timelines are not baselined.
- 4.18 We would have like to have seen a more robust programme, especially showing slippages when dates have been missed.

### **Cost Management**

- 4.19 The project support office is managing costs. However, more detail needs to be captured to provide sufficient early warning to the project manager.
- 4.20 Effective cost control is important, especially as currently there is a shortfall of approx £900k against the agreed business case figure. Again reference to the baseline budget will provide a more effective financial reporting status for the project.

### **Benefits Management**

- 4.21 We understand that the RMS will be far superior in performance in comparison to the legacy systems used by Hampshire Constabulary.
- 4.22 But if costs are not managed properly on Project Oberon, this will have an impact on realising some of the financial benefits.
- 4.23 In particular, benefits management should be monitored across all other project and programmes in Hampshire Constabulary to ensure that consistent and accurate information is communicated.

### **Business Process Mapping**

- 4.24 A gap team exists that is responsible for assessing what the existing business processes are, liaising with Niche to see how these could be modified and finally agreeing these with the business.
- 4.25 The process maps being produced could benefit from a more structured approach based, for example, on IDEF (Integrated **DEF**inition Methods).
- 4.26 Having a better structure will allow better communication of processes between Niche and the business.



- 4.27 There is no formal sign-off for business processes. Again this is vital to ensure that the business understands what modifications are being proposed and also provides an audit trail of key decisions.
- 4.28 Whilst we appreciate that the Niche RMS is a COTS product, it is developed around a standard set of business processes. Minor modifications are being added on to the RMS to ensure that it works well for the Force. However, we got the impression that the final decision on client changes depended upon whether Niche considered this important. From a technical viewpoint this is acceptable but Niche should not be deciding on how the business should be operating, this is a decision for Hampshire Constabulary.
- 4.29 There is a danger that in order to implement the solution in time that compromises are being made, which could have long term implications for Hampshire Constabulary.

### **The IT Solution**

- 4.30 From our discussions with people we have observed that not everyone is fully aware of what the RMS can do for Hampshire Constabulary.
- 4.31 It would be prudent to fully understand the whole overall wider impact of the new methods of working on the business.
- 4.32 During interviews, we were informed that front line police officers were not spending enough time on the streets and that they were coming back to the police station to then phone the CRB (Crime Reporting Bureau) and update their tasks on the RMS.
- 4.33 One reason for this is that some of the front line police officers are not IT literate and will initially take longer to become proficient in using the new system. Front line officers also see the RMS as a complicated piece of software.
- 4.34 If the visibility of police officers on the streets becomes a policy issue for Hampshire Constabulary, then tasks on the RMS may be left open for longer. This will have an impact on the data integrity of the system especially if information is not updated in a timely manner.



- 4.35 Additional IT expenditure may be required in the form of laptop computers in police cars or handheld pda's so that front line police officers can update the RMS remotely and be visible at the same time.

### **Portfolio Management**

- 4.36 Project Oberon isn't the only project currently been undertaken by Hampshire Constabulary. For this reason it would be sensible to manage the entire portfolio of projects within Hampshire Constabulary so that potential impact on deadlines, resources and costs can then be managed on a more efficient basis.
- 4.37 This will ensure that there is a consistent approach to benefits management and benefits realisation across the organisation.

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## 5.0 CONCLUSION

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- 5.1 There is no doubt that Project Oberon has made huge achievements by introducing a technically advanced IT system into Hampshire Constabulary.
- 5.2 The project has been run at a tremendous pace and as a result certain decisions may have been rushed.
- 5.3 Sufficient time was not invested in the initial stages of the project to plan how the new IT system was going to be implemented into the business. We understand the key driver for this was the need to replace the existing CIS software. More time spent on planning would have been beneficial.
- 5.4 The RMS is a workflow system and this requires a thorough understanding of business processes in order to ensure a smooth implementation.
- 5.5 Business process mapping has been rushed and formal sign-off was not agreed with the business.
- 5.6 The approach adopted by Project Oberon was a 'big bang' one, i.e. not enough business process analysis was undertaken, the product was developed during the implementation, users weren't consulted in sufficient time and business processes were changed resulting in disruption to business. This is contrary to best practice advice in implementing IT projects. A more phased approach to the implementation would have ensured a smoother implementation with minimal disruption to the Force's business operations.
- 5.7 Risk management, cost management and change control processes are inadequate and need to be reinforced to aid better decision making and provide more 'early warning'.
- 5.8 The project team are a group of capable individuals who have worked hard to demanding deadlines imposed on them by the business.
- 5.9 Whilst the RMS is a useful piece of software, if the business does not understand how to use it properly then it will take longer to see the benefits of this system.
- 5.10 In addition to this, further IT investment may be required, especially for front line officers in terms of additional training and hardware, i.e. laptops and handheld pda's.



- 5.11 Implementing the recommendations of this report will not solve all the problems of Project Oberon. There is very little time left until the end of Phase II and had we been involved in the beginning then we may have had more opportunity to add more value.
- 5.12 While we believe that Phase II will deliver on time, there may be a need to obtain further support for the business to ensure that the RMS is bedded in and providing the right level of data for effective and efficient policing. This is not only a time and resource intensive requirement but will also result in additional costs for Hampshire Constabulary.



## 6.0 APPENDIX A – CONTEXT

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### Background

- 6.1 Hampshire Constabulary, which covers an area of 1,498,000 square miles, serves a population of 1,798,000 and has 5,730 staff. There are currently 3,760 Police officers within Hampshire Constabulary.
- 6.2 Hampshire Constabulary is in the midst of a Force-wide change programme. This programme, named Project Oberon, is divided into three phases. The programme involves the implementation of a Records Management System (RMS), which will ultimately replace a range of existing systems used by the Force.
- 6.3 Phase I was completed on 1<sup>st</sup> April 2005 and Phase II is scheduled for completion on 1<sup>st</sup> June 2006. The scope for Phase III has yet to be decided and is likely to involve additional ad-hoc support to the business as the RMS is fully rolled out.
- 6.4 Phase I, whilst completed, has suffered some problems. There are issues surrounding the use of the software, inconsistency with data held on the RMS and problems with personnel updating information. All of these anomalies are affecting the smooth operation of the RMS system.

### Project Structure

- 6.5 Project Oberon is being considered in project management terms as a 'Programme'. Therefore there is a programme board as well as a project board for the project level activity.
- 6.6 The Programme manager then has two project managers reporting to him, an IT project manager and a Business project manager.
- 6.7 A modified organogram based on our understanding of the structure is shown in Figure 5.
- 6.8 Mentis Management Consultants Ltd provides project assurance to Project Oberon.

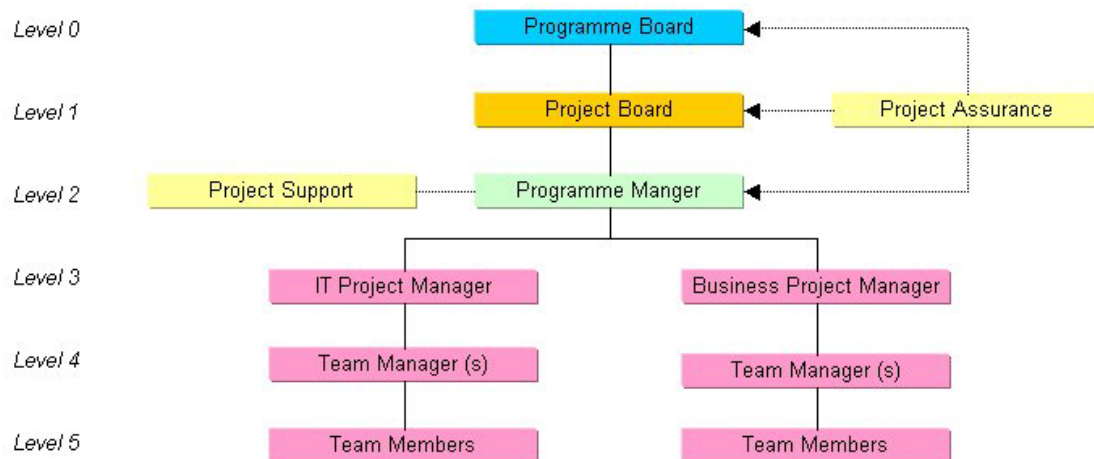


Figure 5 - Project Oberon Organogram

6.9 Team managers then manage team members who are responsible for delivering packages of work.

**Resources**

6.10 The Project Oberon team, consisting of Hampshire Constabulary resources, seconded personnel and external consultants, are all co-located near the police headquarters building in Winchester.

6.11 Some of the personnel that we interviewed were PRINCE2 qualified. The majority of staff seconded to the project team have been or are serving police officers.

**Project Methodology**

6.12 The project has adopted some of processes and procedures from PRINCE2. Some of the documentation we reviewed also stated that the programme is in line with MSP principles.

6.13 The business case and PID were of a good standard.

**RMS**

6.14 The RMS system, specifically developed by Niche Technologies Inc, is a Commercial Off The Shelf or COTS product.

6.15 The RMS is a workflow system and requires all the relevant departments involved in custody and case preparation of offenders to work in a seamless manner.



- 6.16 To ensure that there is meaningful data in the system, users must complete the forms properly and ensure that data that is entered is consistent.
- 6.17 When a request to do something is sent to the next person, RMS creates a 'task'. A task will then need to be acted upon by the recipient when they log on to the RMS.
- 6.18 The product is very powerful and allows users to enter a 'Google' type search to find out linkages with other items of data. It allows many users to log on, is very stable and also allows other files to be attached i.e. audio, video etc
- 6.19 When used properly, the RMS has the ability to reduce the amount of paperwork and ensure that data can be shared across the force.

### **Use of RMS**

- 6.20 Some of Canadian Police Forces as well as some police organisations in Australia are using this software.
- 6.21 There was no UK version of this product before it was selected for Hampshire Constabulary. Since the formation of the National User Group, a UK market for the product has been created and further development of the product is taking place to provide a version for police forces in the UK.

### **Niche Technologies Inc**

- 6.22 Niche is based in Canada and they do not have a UK office from which technical support can be provided. There is a UK office, Niche UK, who look after contracts and liaise with Forces. Niche do not intend to offer technical support from the UK.
- 6.23 Communications with Niche are via emails and weekly conference calls.
- 6.24 Niche, whilst financially sound, appears to be a very small company and the managing director takes a day-to-day interest in the interactions with the project team.



## **National User Group**

6.25 Since the implementation of the RMS software, Hampshire Constabulary have formed a National User Group (NUG), which it chairs and the following police forces are members:

- ❑ Cheshire Constabulary
- ❑ Cleveland Police
- ❑ North Wales Police
- ❑ Police Services of Northern Ireland
- ❑ South Wales Police
- ❑ Wiltshire Constabulary
- ❑ North Yorkshire Police
- ❑ West Yorkshire Police
- ❑ Merseyside Police

6.26 The objective of the NUG is to provide a forum by which a UK standard for the product can be agreed. This ensures that all police forces that implement RMS will have a common standard.

## **Procurement**

6.27 Three priced submissions were received in response to Hampshire's ITT for the RMS, of which Niche was the preferred choice.

6.28 A GCAT2 Supply Contract was signed between Hampshire Constabulary and Computacentre UK Ltd on 30<sup>th</sup> March 2005. In this contract Niche Technologies Inc are stated as sub contractor.

6.29 Niche still have not signed a contract with Computacentre UK Ltd.



## **OGC Gateway™ Reviews**

6.30 No OGC Gateway™ reviews have been carried out on Project Oberon.

### **Drivers for change**

- 6.31 The need for Project Oberon was mainly driven by the requirement to replace the CIS system. This system was very unstable, had a limit on how many people could simultaneously access the system and more importantly was coming to a point where its supplier was no longer going to provide the necessary support.
- 6.32 Therefore there was also an operational need to start and implement the project so that the impact of day-to-day activities could be minimised.
- 6.33 The Bichard Enquiry also identified that there was a need for police forces across the UK to share crime information, as huge variety of legacy and disjointed and linked interoperability makes it difficult to share data.
- 6.34 The National Strategy for Policing Information Systems (NSPIS), through PITO also has a range of products, which it is rolling out across UK forces. These are NSPIS Case and NSPIS Custody. However on closer inspection of these systems, Hampshire Constabulary concluded that these systems would not offer the range of benefits that the RMS product could offer.
- 6.35 Niche RMS does interface with the Criminal Justice Exchange (CJX).





## 7.0 APPENDIX B – COSTS

	Actual	Actual	Actual	Forecast			
	2003/04	2004/05	2005/06	2005/06	2006/07	2007/08	2008/09
<b>Cost Centre: CAPOBE (Capital)</b>							
RMS Software (Niche)	£ -	£ 450,000.00	£ 673,000.00	£ 358,000.00	£ 561,000.00	£ -	£ -
RMS application maintenance (Niche)	£ -	£ -	£ -	£ -	£ 235,000.00	£ -	£ -
Interfaces (Niche)	£ -	£ -	£ 10,000.00	£ 10,000.00	£ 32,000.00	£ -	£ -
Interfaces (3rd party costs)	£ 4,000.00	£ 58,000.00	£ -	£ 100,000.00	£ -	£ -	£ -
Back record conversion	£ -	£ -	£ -	£ 50,000.00	£ -	£ -	£ -
RMS Hardware - Phase 1	£ 51,000.00	£ 271,000.00	£ -	£ -	£ -	£ -	£ -
RMS Hardware - Phase 2	£ -	£ -	£ 9,000.00	£ 51,000.00	£ -	£ -	£ -
RMS Hardware support	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Training - Workstations & other equip	£ -	£ 173,000.00	£ -	£ -	£ -	£ -	£ -
Consultants / contractors (to 31/10/06)	£ 107,000.00	£ 706,000.00	£ 174,000.00	£ 562,000.00	£ 522,000.00	£ -	£ -
Sub Total	£ 162,000.00	£ 1,658,000.00	£ 866,000.00	£ 1,131,000.00	£ 1,350,000.00	£ -	£ -
Cumulative Sub Total	£ 162,000.00	£ 1,820,000.00	£ 2,686,000.00	£ 3,817,000.00	£ 5,167,000.00	£ 5,167,000.00	£ 5,167,000.00
<b>Cost Centre: OBERO (Revenue)</b>							
RMS application maintenance	£ -	£ -	£ -	£ -	£ -	£ 306,000.00	£ 306,000.00
RMS Hardware support	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Training - furniture, bldg works, etc	£ -	£ 113,000.00	£ -	£ 10,000.00	£ -	£ -	£ -
Project admin costs	£ 69,000.00	£ 45,000.00	£ 9,000.00	£ 41,000.00	£ 30,000.00	£ -	£ -
Communications	£ 2,000.00	£ 15,000.00	£ -	£ 7,000.00	£ 10,000.00	£ -	£ -
CIS 18 month extension	£ -	£ 160,000.00	£ -	£ 240,000.00	£ -	£ -	£ -
Sub Total	£ 71,000.00	£ 333,000.00	£ 9,000.00	£ 298,000.00	£ 40,000.00	£ 306,000.00	£ 306,000.00
Cumulative Sub Totals	£ 71,000.00	£ 404,000.00	£ 413,000.00	£ 711,000.00	£ 751,000.00	£ 1,057,000.00	£ 1,363,000.00
<b>Revenue - Other Expenditure</b>							
FIMU setup costs	£ -	£ 3,000.00	£ 2,000.00	£ -	£ -	£ -	£ -
RPU / Colin Eura - setup costs	£ -	£ 5,000.00	£ 3,000.00	£ -	£ -	£ -	£ -
x15 IMU staff	£ -	£ -	£ -	£ 132,000.00	£ -	£ -	£ -
Custody overtime support	£ -	£ -	£ -	£ -	£ 50,000.00	£ -	£ -
x12 CJU support temps	£ -	£ -	£ -	£ 21,000.00	£ 91,000.00	£ -	£ -
x5 data cleansing temps	£ -	£ -	£ 40,000.00	£ 89,000.00	£ -	£ -	£ -
x1 testing temp	£ -	£ -	£ 3,000.00	£ 6,000.00	£ -	£ -	£ -
Property management hardware	£ -	£ -	£ -	£ -	£ 88,000.00	£ -	£ -
Phase 2 hardware	£ -	£ -	£ -	£ 150,000.00	£ -	£ -	£ -
Replacement workstations	£ -	£ -	£ -	£ 50,000.00	£ -	£ -	£ -
Sub Total	£ -	£ 8,000.00	£ 48,000.00	£ 448,000.00	£ 229,000.00	£ -	£ -
Cumulative Sub Totals	£ -	£ 8,000.00	£ 56,000.00	£ 504,000.00	£ 733,000.00	£ 733,000.00	£ 733,000.00
Grand Total	£ 233,000.00	£ 1,999,000.00	£ 923,000.00	£ 1,877,000.00	£ 1,619,000.00	£ 306,000.00	£ 306,000.00
Cumulative Grand Total	£ 233,000.00	£ 2,232,000.00	£ 3,155,000.00	£ 5,032,000.00	£ 6,651,000.00	£ 6,957,000.00	£ 7,263,000.00

Figure 6 - Project Oberon Costs

7.1 Figure 6 shows actual costs along with forecast costs from 2003 to the end of the project in 2009.



## 8.0 APPENDIX C – FEEDBACK FROM INTERVIEWS

- 8.1 A cross section of staff on Project Oberon was interviewed to obtain their views and opinions. For a detailed list of interviewees please refer to Appendix E.
- 8.2 The structure of our key findings is shown in Figure 7 and the main points are covered under the following headings.

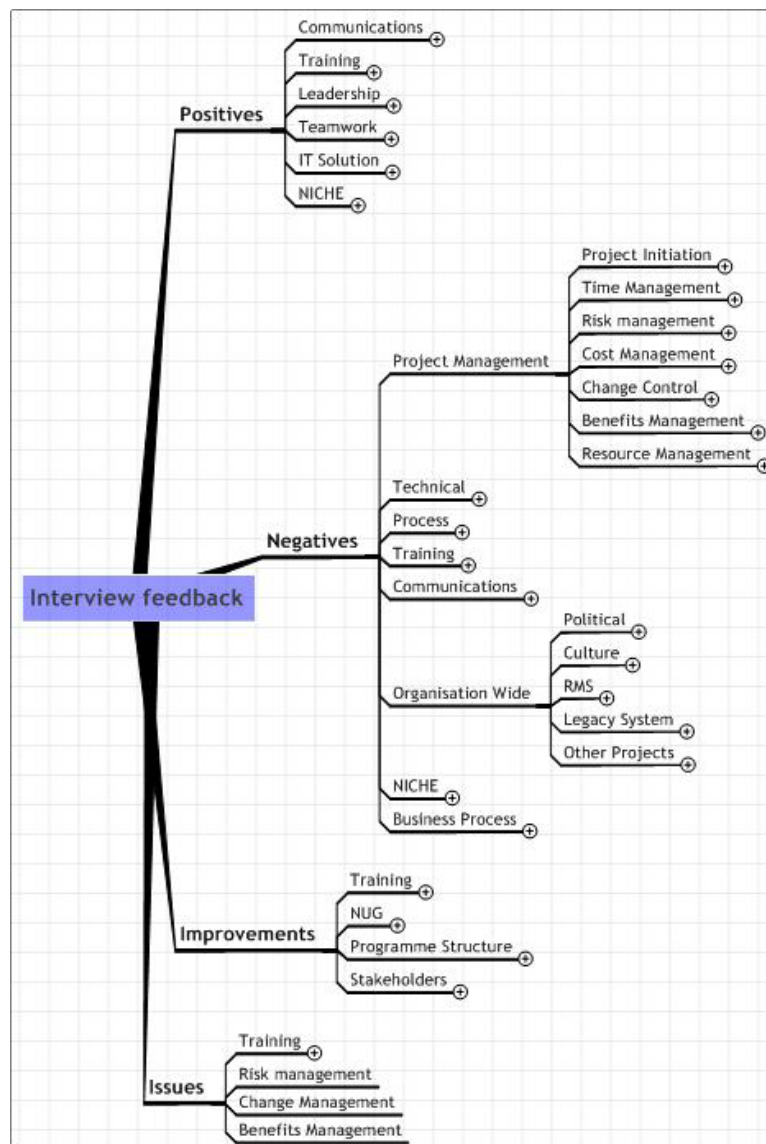


Figure 7- Interview feedback



## **Positives**

- 8.3 Communications have improved in Phase II and a full time communications officer is now in place. More face-to-face meetings are being held with the business to ensure that everyone fully understands the benefits of the new system.
- 8.4 The majority of personnel interviewed were very impressed with the leadership of Superintendent David Hardcastle.
- 8.5 There seems to be a sense of excellent team working amongst the team members of Project Oberon.
- 8.6 We understand that the RMS once fully implemented, will provide huge benefits to the Force. The ability to search through the data will ensure that cases are solved faster than when the previous systems were in place.

## **Negatives**

- 8.7 Roles and responsibilities are not clear and there needs to be more clarity and ownership of tasks.
- 8.8 Some interviewees felt that the Project was very reactive and that there was insufficient time to plan the programme.
- 8.9 Phase II was still 'big bang' namely, development of the software, business process redesign, implementation and testing was done at once.
- 8.10 Risk management processes and procedures were inadequate and did not provide enough early warning.
- 8.11 No proper mechanism for change control exists.
- 8.12 Benefits, whilst identified, may not be realised as further hidden costs may be added to the Project.
- 8.13 The RMS is a complex product and not enough emphasis has been given on what the software can do for the Force as a whole.
- 8.14 Training could be better so that not only the functionality of the system was explained to users but also what the software can do for the Force.



- 8.15 Other projects and programmes within Hampshire Constabulary may have an impact on the proper implementation of Phase II. e.g. Force restructuring.
- 8.16 Sometimes Niche does not deliver to the deadlines required by the team.
- 8.17 Business processes were not clearly understood by both the people carrying out the analysis and the people who were going to be affected by the new method of working under the RMS.

#### **Improvements made by the team**

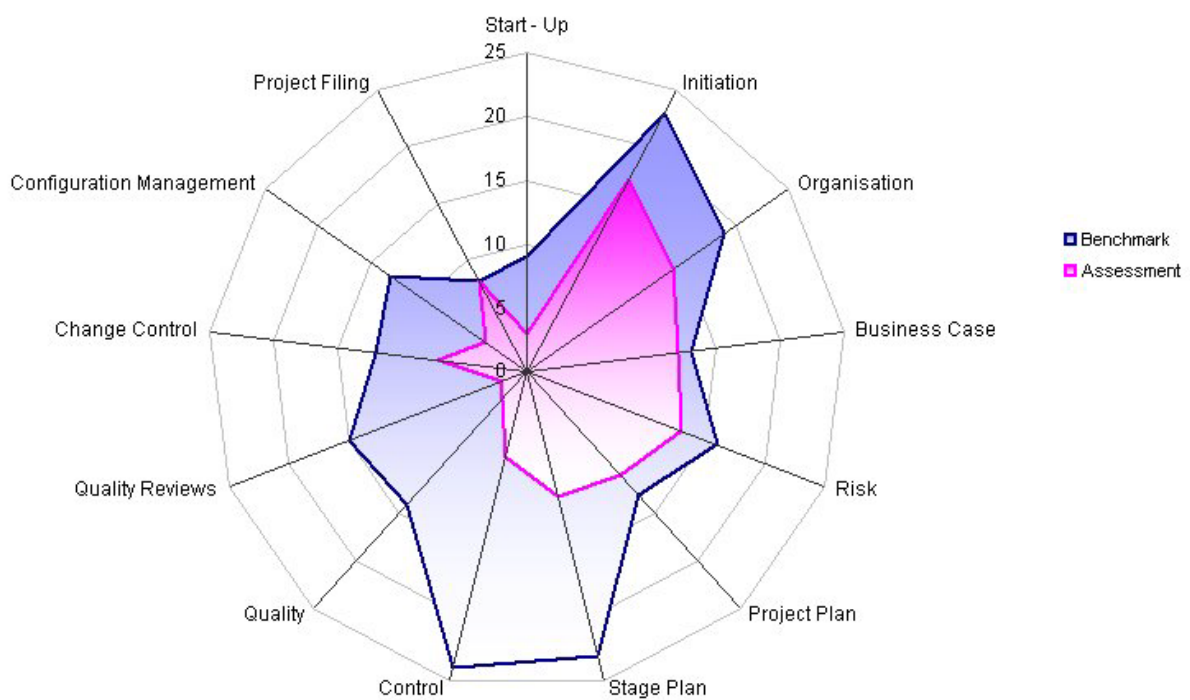
- 8.18 Training is being improved on Phase II, especially with the introduction of the 'super user' who will reside within each of the BCU's (Basic Command Unit) to ensure any problems with the RMS are efficiently resolved.
- 8.19 The programme structure has been slightly streamlined.
- 8.20 Key messages are being conveyed to other parts of the business.
- 8.21 The NUG provides a useful forum to discuss and agree future functionality for the RMS.

#### **Issues**

- 8.22 Better support to the users was still required after the 'go-live' date.
- 8.23 Benefits realisation for the new RMS could be challenging.
- 8.24 There is a need to have a more robust change control and risk management processes.

## 9.0 APPENDIX D – PRINCE 2 HEALTHCHECK ASSESSMENT

- 9.1 This assessment shows how Project Oberon is complying with key project management processes required by PRINCE2. It shows the level of compliance and does not provide an indication of the quality of project documentation.
- 9.2 The spider diagram in Figure 8 shows the results of the assessment and how Project Oberon is in comparison to the benchmark requirement.



- 9.3 We assessed Phase II against the standard PRINCE2 healthcheck list and scored each item according to the following scale:

### Rating Guide

2		Exceeds requirements
1		Meets requirements
0		No evidence
-1		Doesn't meet requirements
-2		Deficient - Urgent action required

Figure 8 – PRINCE2 scoring guide



9.4 There are areas that can be improved. These are:

- ❑ Control
- ❑ Quality
- ❑ Quality Reviews
- ❑ Change Control

PRINCE2 Healthcheck  
Summary table

PRINCE2 Heading	Benchmark	Assessment
Start - Up	9	3
Initiation	23	17
Organisation	19	14
Business Case	13	12
Risk	16	13
Project Plan	13	11
Stage Plan	23	10
Control	24	7
Quality	14	3
Quality Reviews	15	2
Change Control	12	7
Configuration Management	13	4
Project Filing	8	8
<b>Totals</b>	<b>202</b>	<b>111</b>
	% of total	<b>55%</b>

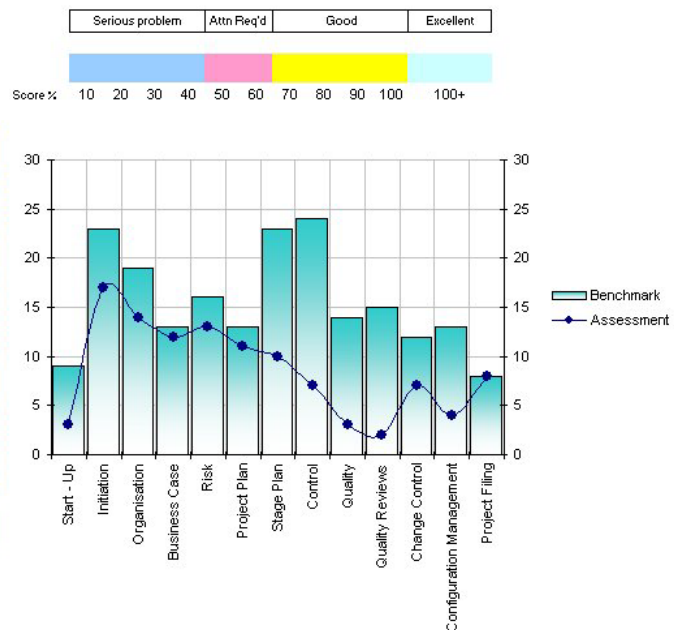


Figure 9 – PRINCE2 Assessment details

9.5 Further details of this assessment, along with the scores for each of the sub headings are shown in Figure 9.

9.6 Project Oberon would benefit from better risk management, change management, cost control and quality reviews.



## 10.0 APPENDIX E – LIST OF INTERVIEWEES

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The following project personnel were interviewed:

- 10.1 Supt Dave Hardcastle (Programme Manager and Senior Supplier, Phase II)
- 10.2 DCC Ian Readhead (Programme Director)
- 10.3 Brian Gibbins (Project Manager, Technical delivery, Phase II)
- 10.4 Julia West (Regional Criminal Justice Manager)
- 10.5 Insp Andy Stevens (Project Manager, Business delivery, Phase II)
- 10.6 DCI Pete Shand (Business Case / Benefits Realisation – Phase II)
- 10.7 D/Insp John Murray (Business Case / Benefits Realisation – Phase II)
- 10.8 Wendy Gavin (Project Support – Phase I and III)
- 10.9 Jonathan Renfrey (Project Support Phase II)
- 10.10 Christine Kyle (RMS Training)
- 10.11 ACC Specialist Operations Steve Watts (Executive, Phase II)
- 10.12 Jenny Tobin (Test lead, Phase II)
- 10.13 Paul Cranston (Internal Communications, Phase II)
- 10.14 Ch Insp Chris Jones (Senior User, Phase II and Head of Information Management Department)
- 10.15 Barry Toogood -Mentis Management Consultants Ltd (Project Assurance)
- 10.16 Mark Thomas (Criminal Justice Manager)
- 10.17 PS Richard Blackford (Go-Live Coordinator, Phase II)
- 10.18 Simon Dodds (Final User, Custody Change Manager, Phase II)



## 11.0 APPENDIX F – PROJECT DOCUMENTATION

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The following documents were reviewed as part of the Healthcheck exercise:

- 11.1 Minutes – Project Oberon Phase II Project Board – 12Oct05
- 11.2 Minutes – Project Oberon Phase II Project Board – 13Jul05
- 11.3 Minutes – Project Oberon Phase II Project Board – 16Feb06
- 11.4 Project Oberon Phase II Project Plan – Business Delivery
- 11.5 Project Oberon Phase II Project Plan – Training Delivery
- 11.6 Project Oberon Phase II Project Plan – Technical Delivery
- 11.7 Project Oberon Phase II Project Plan – Overall
- 11.8 Project Oberon Phase II PID v 1.1
- 11.9 Project Oberon Phase II PID – High Level Project Plan 18May04
- 11.10 Project Board Structure – Phase II v 3.0
- 11.11 Minutes – Niche RMS NUG – 30Nov05
- 11.12 Presentation – to Canadian NUG Meeting – 31Jan06
- 11.13 Niche RMS NUG – Organisation Chart v 2.0
- 11.14 Minutes – CMG Meeting – 29Nov05
- 11.15 Project Oberon Phase II Training Strategy 3.0
- 11.16 Project Oberon Phase II Issues Log – Reviewed on 13thFeb06
- 11.17 Meeting Notes – Phase II Healthcheck (with Mentis) 11Nov05
- 11.18 Project Oberon Phase II – Highlight Report – Jan06
- 11.19 Project Oberon Phase II – Highlight Report – Dec05
- 11.20 Project Oberon Phase II – Highlight Report – Feb06
- 11.21 Minutes – Project Oberon Programme Board – 23Sep05
- 11.22 Minutes – Project Oberon Programme Board – 15Nov05
- 11.23 Minutes – Project Oberon Programme Board – 21Jun05
- 11.24 Project Oberon – Business Benefits Management Plan

*Project Healthcheck Review – Project Oberon Phase II*





- 11.25 Project Oberon Business Benefits Management Strategy Paper
- 11.26 Project Oberon RMS Business Benefits – Status Summary Updated 3Feb06
- 11.27 Programme Organisation Structure v 2.0
- 11.28 Phase II Project Team Structure – Business Delivery v 6.0
- 11.29 Phase II Project Team Structure – Technical Delivery v 6.0
- 11.30 Project Oberon Business Case v 2.0 18Feb05
- 11.31 Project Oberon Business Case v 1.1 21Mar03
- 11.32 Project Oberon Phase II Project Plan – Training Delivery
- 11.33 Project Oberon Phase II Project Plan – Technical Delivery
- 11.34 Project Oberon Phase II Project Plan – Overall
- 11.35 Project Oberon Phase II Project Plan – Business Delivery
- 11.36 GCAT Niche – Special Terms (Customer) – Amended Jan 06
- 11.37 Phase II plan review – 12Jan06
- 11.38 Phase II Project Documentation and Processes v 1.3
- 11.39 RMS Phase II Training Video
- 11.40 Project Oberon Phase II – Communications Strategy
- 11.41 OCU Overview
- 11.42 Force Structure 2005
- 11.43 Project Oberon – Programme Boards – Change Control Log
- 11.44 Project Oberon – Phase II Risk Log
- 11.45 Work Package Instruction – WP62
- 11.46 Summary of RMS End of Course Evaluations – Cumulative Results
- 11.47 Hampshire Constabulary – Information Systems Strategy 2005 – 2009
- 11.48 CIS Project (Project Oberon) – Replacement System
- 11.49 Hampshire Constabulary Information Management Strategy 2006-08
- 11.50 Project Oberon RMS Gaps and Bugs Statistics, 2/3/06





- 11.51 Budget profile 5yr programme costs – updated 23/2/06
- 11.52 Summons processing MCA No Gaps – 27a, 16/2/06
- 11.53 Questionnaire survey, TWUN Support
- 11.54 Go Live Non-Scoped Gaps and Issues V 1.3.xls
- 11.55 Go Live Support Daily Log 5632.doc
- 11.56 Go Live BCP Proposals 150206.doc
- 11.57 PF Workplan for BCP.xls
- 11.58 BCP Processes Risk Analysis.xls
- 11.59 Go Live Requirements.xls
- 11.60 Go Live Support Handover.doc
- 11.61 Go Live Support Plan V1.1.doc
- 11.62 Draft Go Live Support Roster.xls
- 11.63 PF Workplan for Go Live Support.xls
- 11.64 Go Live Support Requirements.doc
- 11.65 Go Live Continuity Product Description.doc
- 11.66 Go Live Continuity Work Package 56.doc
- 11.67 Go Live Issues Recording Product Description.doc
- 11.68 Go Live Issues Recording Work Package 57.doc
- 11.69 Go Live Support Product Description.doc
- 11.70 Go Live Support Work Package 58.doc
- 11.71 Fact Sheet Warrant V2.pdf
- 11.72 Fact Sheet Case V1.pdf
- 11.73 Fact Sheet Custody V2.pdf
- 11.74 Hampshire Constabulary Quality Forum – Process Management
- 11.75 CA Violent Crime.pdf
- 11.76 Performance Review Dept.doc



- 11.77 Audit report beat level crimes pdf.pdf
- 11.78 Audit report pdf.pdf
- 11.79 Crime and detections.pdf

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