

Collaborative approach to programme team builds good foundations for Police Force transformation

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DEVON AND CORNWALL CONSTABULARY - CASE STUDY

Devon and Cornwall Constabulary (DCC) is a mid-sized police force with some unique characteristics: it covers the largest geographical police area in England & Wales extending 180 miles from the Dorset and Somerset borders in the east to the Isles of Scilly in the west. It has a diverse mix of remote, rural and densely populated urban areas and has a resident population of 1.5 million, which rises to 8 million with the influx of visitors in the summer months.

DCC employs 3,500 police officers, more than 2,000 civilian staff and 362 police community support officers.



BUSINESS CHALLENGE

DCC's vision is to become one of the top performing forces in the country and the 2012 Programme is the vehicle for the business transformation.

The objective of the 2012 Programme is to radically improve citizen focused service - making people safer, make people feel safer, preventing harm, raising public confidence and satisfaction and delivering the Policing Pledge - by changing working practices and exploiting modern technology, whilst radically reducing support costs and improving effectiveness.

Initially DCC was pursuing implementation through a series of essentially separate technology-based projects. The programme also lacked a holistic outlook, structure or rigour and DCC did not have the experience or capabilities to effectively deliver required scale and scope of transformational change and realise benefits.

Following an external review, DCC brought in a professional Programme Director in early 2008 to create a more structured and integrated programme of change for the Force.

Overview

Project Objectives and Scope:

- Establish and develop programme vision, business case scope and principles
- Advise on technology aspect of programme
- Create and advise on procurement process and selection of a Systems Integrator (SI)
- Establish robust programme management practices
- Devise and implement a rigorous business change and benefits management regime
- Engage Top Team, staff and Police Authority
- Creation of Target Operating Model (TOM)
- Skills transfer to client - enabling them to deliver programme without external assistance

“Hitachi Consulting has been working alongside Devon and Cornwall Police helping us to develop our procurement and programme management capability. Their contribution has been vital to developing what is being recognised as best practice procurement and programme management in policing. Hitachi Consulting has proved proactive in meeting our needs as our programme of change has developed, always willing to go the extra mile to ensure client satisfaction.”

Simon Vry,
Programme Director,
Devon and Cornwall Constabulary

THE SOLUTION

The Programme Director was keen to bring in external capability through working with a partner organisation. Hitachi Consulting was selected and started working with DCC in mid-2008 to support delivery of the 2012 Programme.

The programme scope included: new technology (command and control, crime and intelligence, duties management, corporate services/ERP), process re-engineering and cultural and leadership change. Overall, strategic aims were tailored to include both 'hard' and 'soft' aspects of the way the police force works to meet both national and local needs.

Phase One - Programme Initiation

Hitachi Consulting worked alongside staff and officers to complete a number of studies and deliverables, including:

- Channel management strategy as part of the Public Contact Strategy
- Contact Management Strategy and call categorisation
- HR/finance systems options appraisal
- Programme Governance review and recommendations
- Initial Force Operating Model
- Business change strategy

Phase Two - Start-up Phase

Working closely with the Programme Director, Hitachi Consulting helped to establish the Programme Structure and Definition, including:

- Creating the procurement strategy and establishing the procurement programme
- Establishing a more formalised Programme Management Office and core procedures
- Building the detailed business case
- Putting in place a business change strategy and team

Phase Three - Work in Progress

During the current phase Hitachi Consulting is working in key roles to support DCC, including:

- Undertaking the Programme Delivery Manager role in support of the Strategy Delivery Director /Programme Director, managing a portfolio of more than 25 active projects
- Leading on benefits management and the competitive dialogue procurement
- Created and updated the strategy and core processes for project-based accounting and financial control
- Enhanced the Force Target Operating Model and identified further tasks for the Force to create the Business Blueprint
- Enhanced processes for change control, risk management, planning & reporting and business change
- Defined a high-level process model hierarchy and catalogue
- Initiated several preparatory tasks to prepare the organisation for the major changes anticipated, including a data quality assessment and a learning impact analysis

BENEFITS

Working with Hitachi Consulting has enabled DCC to create an integrated programme of work with which to engage senior police officers, employees and the Police Authority to build support for change. Hitachi Consulting's inputs has also enabled DCC to put in place a rigorous governance and control mechanism and to successfully put forward a business case to the Police Authority to allow the transformation programme to proceed to the next stage.

Hitachi Consulting's further contributions has allowed DCC to clearly articulate to stakeholders its vision and how this will be delivered to communicate this to a wider audience and to approach the market to procure the services of a Systems Integration provider. By demonstrating how transformation projects contribute to the vision, DCC was able to clearly express quantified efficiency and effectiveness benefits for the programme and also to start a culture change of allocating real accountability to named officers and staff for realisation of benefits.

Why Hitachi Consulting?

- **Skills and capability:** With nearly 20 years experience in the UK, we have the capability to provide end-to-end transformational support to our clients. Hitachi Consulting UK offers the agility of a smaller company, the stability of a larger company and the innovation that comes from being part of the global Hitachi Group. Hitachi Consulting brings real-world, pragmatic solutions, a collaborative working style and an injection of pace and focus on delivery
- **Experience:** It has been our deliberate aim to only recruit senior and experienced people into our company. Our consultants have many years of business sector expertise gained from working in and consulting with major businesses in industry and the public sector
- **Approach:** Clients appreciate Hitachi Consulting's tradition of collaborative working, challenge and transferring knowledge throughout each engagement and value the company's responsiveness, flexibility and authentic desire to help them meet, and often exceed, their goals - at pace.

Hitachi Consulting is uniquely positioned to gain an in-depth understanding of the business issues your organisation faces and to recommend and implement the best solution, to ensure the most beneficial outcome, with the least disruption

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