



## CASE STUDY

### Metropolitan Police – Applying Benefit Realisation Management (BRM) to C3i

#### Background

Back in 2002 the C3i Project was investing £1.7 billion of public money in creating the largest IT and business change the Metropolitan Police Service (MPS) had ever undertaken. The business case stated that the MPS would gain around £400 million in financial benefits and a large number of non-financial benefits.

**sigma** was selected to apply its proven approach to Benefit Management (BRM) and Lockheed Martin was selected to provide systems integration services to support the implementation of the MPS's new Command, Control, Communications and Information [C3i] System. This updated and consolidated the existing 32 Borough Control rooms and the Emergency Response 999 Service provided through New Scotland Yard into three new centralised operations centres.

#### What we did

As part of their solution, Lockheed Martin needed to provide the client with business change services, to ensure that the people and behavioural issues of the programme were addressed alongside the technology requirements; this was to be informed from the outputs of **sigma's** benefit identification and mapping work.

Alongside applying BRM to the project, **sigma** was required to train and support MPS staff in the principles and techniques of BRM and to transfer skills through application of BRM to the project, including the tracking and maximisation of its intended benefits (financial and non-financial).

The application of BRM involved a series of facilitated workshops engaging MPS staff from front line police officers up to area commanders. These workshops were extremely valuable in creating the route maps from the 'as is' to the 'to be' and in identifying the process and behavioural changes needed to realise the benefits. They also highlighted that much of the change and many of the benefits would occur within the new operational divisions and not in the corporate functions, which initially was a significant challenge.

C3i was the largest change programme undertaken by any police force in the UK. As it involved the transfer of the 999 service for Londoners to a new service delivery model, the programme presented all the inherent risks of a large government IT programme as well as risks to police officers and the general public's safety. Here the robust route-maps (Benefit Dependency Maps) helped to reduce risk, reduce the number of unexpected pitfalls and keep the project on track.

#### Results achieved

Through joint working with the MPS, the senior management team was led and mentored through the benefits and change process with a small, but highly effective team. This ensured the delivery of a value-for-money solution, providing support to the client only where it was required, as well as providing significant knowledge transfer to the internal team.

**PTO**

Once the Benefit Dependency Maps had been refined, owned and used to inform the change activities, measures had been determined for the benefits, and a benefit tracking and reporting system had been established, the ongoing benefit activity was handed over to the

MPS. Subsequently benefits were monitored by the MPS Benefit Tracking Team until the targets were achieved and in some instances exceeded.

Other positive outcomes achieved included:

- An increased understanding of benefits at MPS Senior Management level
- The establishment of a benefit tracking and reporting mechanism
- Improved clarity on roles and responsibilities for benefit accountability and for the realisation of the benefits