

case study

Ensuring success: reshaping vision, solution and plan to provide a deliverable performance platform for IT-enabled transformation

Rescuing a complex IT integration project

the Challenge

A major UK Defence contractor, had secured with our help a major IT support contract with a county Police Force. Part of this was to adopt and integrate the new Emergency Services Network (ESN) and retire legacy systems and services. This was their first major contract outside defence and was seen as a platform for growth in the Emergency Services market.

Issues with the Police Force's own IT infrastructure, capability gaps in the TUPE'd staff and problems with 3rd party supplier delivery performance had resulted in our client realising that they would struggle to meet their contractual obligations. Failure would also undermine the Police Force's objective to be an exemplar at a national level for digital transformation.

As the defence contractor's partner for tackling winning and delivery issues for over 5 years, the client naturally turned to Harmonic to ensure the success of this pioneering activity.

the Harmonic impact

Working closely with all stakeholders, which included the Assistant & Deputy Chief Constables, Police Intelligent Client Function, the Police and Defence contractor programme teams, Harmonic:

- Established a coherent digital vision and associated business case for the Police Force, which best exploited the potential benefits of ESN
- Developed the IT solution for the police network integration with the national ESN
- Achieved consensus on the delivery approach that aligned strategy with solution
- Built the implementation plan covering police and contractor workstreams and addressed dependencies and risks
- Formed the delivery team, championed them and commenced the process of improving their methods and ways-of-working
- Supported the local and regional policing teams in their overall transition preparation.

the Outcomes

The Harmonic intervention delivered the required outcomes, namely:

- An improvement in the expected benefits (RoI) to the Police Force of ESN adoption
- A baselined plan for ESN integration and adoption supported by all stakeholders
- An established delivery capability that included governance structures

Additionally, we identified and secured a £1M+ additional contract for our client from the Police to upgrade their Control Room to ESN ready.