

Successful Change Programme for RAF Brize Norton on target to deliver savings of £23m for RAF

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BRIZE NORTON - CASE STUDY

RAF Brize Norton is the largest and busiest station in the Royal Air Force (RAF), and constantly in the public eye as the main airport used for deploying UK troops worldwide.

'Future Brize' is a £250m programme to establish Brize Norton as the RAF's centre for strategic and tactical air transport and air-to-air refuelling operations, and in doing so, to significantly reduce costs by closing RAF Lyneham.



BUSINESS CHALLENGE

The size and complexity of this programme is immense, involving 7000 personnel (15% of the total RAF), and their families, as well as aircraft, housing, infrastructure, IT and supporting contractors. Upon a successful completion, RAF Brize Norton will be larger, more capable, more flexible and therefore more able to deliver its mission of excellence in global mobility.

This complex programme involves the move of all Air Command capabilities from RAF Lyneham to RAF Brize Norton, the enhancement of the infrastructure at RAF Brize Norton, the introduction of two new aircraft types, the increase in passenger handling and freight handling capacity and the migration of both military and civilian personnel.

Whilst service personnel typically exhibit a tremendous 'can-do' attitude and a dynamic

approach to project management, the programme's Senior Responsible Owner recognised a significant gap in programme management expertise that put the entire high-profile programme at risk.

The programme lacked planning, governance, structure, tools and delivery expertise. It was difficult to assess the status of the programme against plan and consequently, to have confidence in its chances of success. The impact of two-year rotational tours of duty on staff turnover presented an additional challenge for the continuity and momentum of the programme.

One major challenge was delivering the programme, whilst at the same time, causing as little disruption to day-to-day operations as possible.

Overview

Project Objectives:

- Develop programme vision, scope and principles
- Deliver programme with least disruption to day-to-day operations
- Increase morale and employee engagement
- Avoid disaffection amongst RAF families

Scope of Solution:

- Review of current governance arrangements
- Introduce features of programme success from private and public sector
- Introduce programme structure with resourcing recommendations
- Handover and final skills transfer to client – enabling them to deliver programme with external assistance

"Hitachi Consulting was asked to support the RAF in putting the programme on a firm footing based on the MSP methodology. The consultants worked highly effectively with all the stakeholders to produce an excellent piece of work, which stabilised the programme and laid the foundations for its effective management by ensuring that appropriate governance, resources and an integrated schedule were put in place. Their drive and energy also injected a pace and enthusiasm that was invaluable",

*Group Captain Rich Knighton,
SPP HQ Air Command*



THE SOLUTION

Hitachi Consulting was engaged with AMTEC, as part of a consultancy team, to assess the programme plan and the programme governance arrangements, and to make recommendations to ensure the programme is delivered successfully.

Phase One

As part of the team of experienced consultants, Hitachi Consulting carried out the following activities to both evaluate the programme against Managing Successful Programmes (MSP) methodology principles and industry best practice, and to make recommendations for delivery:

- Review the current governance arrangements, including programme resourcing and structure
- Introduce features of programme success from both private and public sector
- Introduce a programme structure with resourcing recommendations
- Develop programme vision, scope, principles and assumptions with client
- Coach and mentor client staff where appropriate

Phase Two

- Implement recommendations
- Embed programme amongst the RAF community impacted by the programme

Phase Three

- Handover and final skills transfer to the client – enabling them to deliver the programme without any external assistance

BENEFITS

Hitachi Consulting, in successful collaboration with AMTEC, has delivered a comprehensive change and programme management that will enable a successful conclusion to the programme with the transfer of all capabilities from RAF Lyneham to RAF Brize Norton on schedule by 31st December 2012.

The consulting team focussed on stabilising the programme and creating the expectation of success, giving all those involved a new confidence in delivery.

The RAF now has confidence in the programme to deliver on track, on time and within budget.

Key benefits include:

- Projected savings of £23m per annum as a result of putting the programme back on track
- Increase in morale and employee engagement resulting from a new confidence in delivery
- Dramatic increase in the speed of progress as a result of the quicker resolution of problems
- Avoidance of disaffection amongst RAF families as a result of greater focus on the people aspects of the programme
- A confidence in delivery which bodes well for the future and beyond

Why Hitachi Consulting?

Hitachi Consulting is the global business and independent IT consulting company of Hitachi Ltd and is recognised as a leader in delivering proven business strategies and technology solutions.

- **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 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.

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.

For more information call our Public Sector Team on XXXX or email XXXX

“Not only did the AMTEC/Hitachi team provide focused and professional advice in order to put this programme onto a proper structured footing, but they also engaged enthusiastically with their RAF counterparts to provide essential, real time support on a daily basis.”

**Air Commodore Paul Oborn CBE
RAF,
Programme Future Brize Director**

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