

Successful Change Program For RAF Brize Norton On Target to Deliver Savings of £23m For Royal Air Force

Delivering change successfully

CASE STUDY

RAF Brize Norton is the largest and busiest station in the Royal Air Force (RAF) and is 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 refueling 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 7,000 personnel (15% of the total RAF) and their families, as well as aircraft, housing, infrastructure, IT and supporting contractors. Upon 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, Future Brize's senior responsible owner recognized a significant gap in programme management expertise that put the entire high-profile process at risk.

Future Brize lacked planning, governance, structure, tools and delivery expertise. It was difficult to assess the status of the programme against plan, 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 any continuity and momentum.

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

Solution and Approach

Hitachi Consulting was engaged with AMTEC, as part of a consultancy team, to assess the programme's plan and governance arrangements and to make recommendations to ensure Future Brize 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 the private and public sector
- Introduce a programme structure with resourcing recommendations

OVERVIEW

Project Objectives

The main objectives of this client engagement were:

- 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

"Hitachi Consulting was asked to support the RAF in putting the programme on a firm footing based on the Managing Successful Programmes 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, Strategy Policy and Plans, HQ Air Command

- 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.

Results

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

The consulting team focused 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

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Group Captain Rich Knighton
Strategy, Policy and Plans, HQAir
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