



No organisation has been more visibly transformed by the use of information and communication technology (ICT) in recent years or subjected to such public scrutiny about how it employs its budget than the police.

## ITIL Implementation at Devon & Cornwall Constabulary

Technology plays a vital role in today's fight against crime. Individual officers are almost mini technology stations: even before they get into their cars they are often carrying two or three interactive devices. The use of technology in a police force is extensive, encompassing all aspects of its work including investigation, administration, reporting and prosecution.

The effective use of ICT is critical if more offenders are to be brought to justice and bureaucracy reduced in order to free up officer time for front-line duties.

New communications and information systems allow officers to spend more time on the streets engaging with local people and less time in the station form filling.

Key capabilities identified by government as contributing most effectively to the delivery of national priorities and having the greatest impact on police performance, include:

- Effective use of intelligence-gathering technology
- Secure exchange of data between forces and other agencies.
- Mobile data input and retrieval
- Maximising the value of evidence
- Effective management of investigations, including the use of intelligence systems to assist decision-making



Managing the use of IT in a police force is clearly an important, highly complex and constantly evolving business. That is why Devon and Cornwall Constabulary (DCC) called upon SunGard Public Sector to help improve its processes and work practices.



## The challenge

DCC covers the largest geographical police area in England, extending 180 miles from the border with Somerset in the east to the Isles of Scilly in the west.

The nature of the two counties' main industry also poses a unique challenge - a seasonal influx of visitors that increases the population from about 1.5 million to 8 million.

SunGard was contracted by DCC in 2005 to improve ICT capacity and delivery, to achieve a reliable, flexible and predictable service representing value for money.

The Information Technology Infrastructure Library (ITIL) was chosen as the foundation on which to manage the service. ITIL is the most widely accepted framework of ICT best practice and is drawn from public and private sectors internationally. It outlines an extensive set of management procedures intended to support organisations in achieving quality, efficiency and value in IT operations.

SunGard was asked to introduce processes in a structured fashion that would enable working practices to be built up step-by-step rather than in an ad hoc manner.

## The solution

SunGard produced a project plan to ensure that the ITIL processes were introduced in a specific order so that the greatest benefits could be obtained as soon as possible. Each process displayed a consistent approach:

- **Planning** - holding workshops for the design of best practice processes involving around 100 ICT staff and police representatives. These were followed by the creation of an overview document and an assessment of the impact of the proposed change
- **Detailed operating procedures** - designing, building, testing and releasing new procedures
- **Specific deliverables** - enabling changes to working practices to make them more effective

In parallel, a communication campaign was mounted to ensure that all those involved in the project fully understood the implications of change.

Implementation of the project was signed off in August 2007.

## The result

**Streamlining the ICT service to around 4,500 users across 130 sites throughout Devon and Cornwall will ultimately benefit urban and rural communities.**

"Within the Devon and Cornwall police force, there are some 200 applications in use, ranging from small departmental operations to large nation-wide services," says Paul Lea, head of ICT service management at DCC. "These aid and improve detection, registration and administration. Many of the services are hosted and delivered locally but some, for example the police national computer, are delivered via the criminal justice extranet.

"We are involved with the National Police Improvement Agency (NPIA), where we are a member of the police national ITIL user group. We are also involved in work to assess ITIL implementation in forces throughout the country and the setting of national key performance indicators."

Mr Lea is in no doubt about the main benefit to result from the implementation of ITIL.

"It provides more effective, efficient and reliable IT services to our users, reaching and maintaining a high level of user satisfaction."

### **Other benefits include:**

- IT services aligned to the present and future needs of the organisation
- Improved teamwork and communication
- Improved time of response to enquiries and complaints
- Improved quality of information for optimal management and decision-making
- Higher productivity due to reduced down time
- Eradication of loss and inconsistent records of information, incidents and customer queries
- Systematic and consistent approach to all processes

More effective and efficient use of resources should also lead to cost reductions, although Mr Lea says these are hard to quantify. "The savings will come from the fact that the organisation will experience less unplanned down time of IT services and fewer incidents due to interruptions.

"It is important to realise that ITIL is an evolutionary journey and must be consciously verified and improved so that it continues to meet business needs. This is achieved in DCC by a constant cycle of verification and auditing of the processes with constant feedback and realignment to comply with best practice."



### **About SunGard Public Sector**

SunGard Public Sector UK serves a wide range of customers - public safety and justice agencies, local and central government and third sector organisations. Solutions include public safety and justice applications as well as managed services and management consulting. In the UK more than 50 million citizens - 86% of the population - are served by agencies that rely on SunGard Public Sector solutions.

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