

## CASE STUDY

### North Yorkshire Police

**North Yorkshire Police successfully implemented a new Intelligence system in 2006 and created a Public Sector IT “good news story”. Close partnership paid off with an increase in the quality and quantity of Intelligence submissions from day one.**

#### Background:

The North Yorkshire Police (NYP) employs in excess of 2,700 staff, including 1,800 police officers. It covers one of the largest geographical areas in the UK and services 36 police stations. In 2005, with a major change programme involving the modernisation and replacement of core IT policing systems to deliver, NYP recognised how important it would be to provide staff with the skills to exploit their investment in technology. They did not have the capacity to deliver this wide ranging project internally, yet there was a need for the internal team to have the capability to deliver ongoing training on the new systems.

NYP invested in two major new IT systems which would ultimately be fully integrated, Steria Storm and Niche RMS. The two systems address the whole policing process and were planned to be rolled out by function as separate projects, rather than in one go. To date the following functions have been implemented:

- Niche RMS - Lost & Found Property
- Niche RMS - Case Preparation & Custody Management
- Steria RMS - Command & Control
- Niche RMS - Intelligence

This case study focuses on the Intelligence project which went live in October 2006.

Effective intelligence involves the gathering of significant information relating to people, places, events or things and, using analytical tools and processes, identifying connections that can be used to detect and expose criminal activity. It is central to operational policing also provided an ideal opportunity to review effectiveness of all policies and procedures. It was essential that the implementation delivered:

- minimal operational disruption and little or no reduction in performance at or after go-live.
- go-live as planned with follow-on projects dependent on it.
- all training without taking officers away from operational duties.
- an improvement in the quality and availability of intelligence data to support police operations.

*“Keystrokes is NYP’s training partner not just a supplier – we are in this together”*



**Solution:**

So, training solutions would need to address not just how to use the new system, but also the business processes and “reasons why” - a close partnership between Keystrokes’ training development team and business experts within the Project Team would be vital.

Keystrokes proposed their lead training developer should be embedded within the Project Team from an early stage – way before training requirements were finalised. This proved an effective way of gaining an understanding of the project and training requirements across a wide range of user roles – from Officers to specialist Analysts. It also enabled business experts to tap into Keystrokes’ expertise in the new system and really see the business processes from a user perspective.

**The right learning solutions**

The rationale behind the design of the blend of learning solutions was informed by the following issues:

- Pockets of limited IT skills combined with a prevailing learning culture where officers expected to “be trained” in a classroom meant reliance on e-learning only would be high-risk.
- Training only scheduled on “Staff Development Days” so no need for officers to be abstracted. This dictated the timetable with a 12 week window for training, a six week window for development and necessitating a delay for some learners between training and go-live.

Given these constraints plus the nature of the material, a complete e-learning solution was ruled out. However, an e-learning resource might be used post course, along with other support resources, to maintain skills - especially given the requirement for no drop in performance. The solution proposed a blend of the following components and a budget of £ 47,000 for solutions development was agreed.

- briefings and communications about the change prior to training
- structured classroom training courses targeted at identified audience groups
- 1 hour e-learning refresher resources designed for use in run up to go-live.
- practice database and exercises targeted at specialist audience groups
- appropriate reference materials depending on user’s work environment
- intensive go-live floor-walking and helpdesk support from super-users
- post go-live workshops and ongoing helpdesk support

*“input from a trainer enabled business analysts to develop processes and procedures that really worked.”*

*“e-learning was a key component but only one part of the solution”*



**FOR MORE INFORMATION**

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## Working together as a team

Solutions were designed and developed by Keystrokes and delivered and supported by a team made up of both Keystrokes trainers and NYP internal trainers, administrative support and managers.

Project management of the development and delivery of training solutions was done by a Keystrokes project manager working in close partnership with the internal Project Team and NYP IT Training Manager. Project control documents provided by Keystrokes were designed to integrate with the North Yorkshire Police Prince2 Project Management methodology.

Altogether 2,650 staff were trained, a total of 293 training days were delivered and most staff used the refresher e-learning between 19<sup>th</sup> July 2006 and 17<sup>th</sup> October 2006 when system went live. All in all, the project cost less than just £59 per head.

*“The project de-brief highlighted the excellent results from good teamwork – the business, IS, the project team and training”*

## Benefits:

The introduction of a new system represents a significant change for managers and staff. At best, it usually results a slight drop in performance immediately after go-live while people adjust. All too often, Public Sector IT projects make headlines for the deep and prolonged performance slump brought about by the change.

## Performance up from day one

Prior to the new system, the average number of intelligence submissions per day was 256. In the first few days after go-live the number went up to as high as 279 per day, with an average of 261. So, far from experiencing a negative impact on performance, an improvement was seen from day one. A further benefit of such user acceptance was that the project help desk was closed after only 4 days instead of the planned 14 due to such little demand.

Prior to go-live around 1,000 submissions per month were deemed of no value and were effectively a waste of effort for both officers and Intelligence Analysts. This was reduced to 545 during the first month after go-live and for February 2007 was down to 235 - a 75% improvement in data quality. As a result, Analysts are saving 5 minute per submission - a saving of over 30 days of effort per annum. Reduction in time required for in depth analysis also means an overall saving of more than 12 days effort per month.

*“14% overall increase in number of submissions”*

*“75% increase in quality of data submissions”*

**We believe that through close cooperation, consultation, tenacity and much hard work, we have successfully delivered a project that represents best practice in learning and development and shows the powerful business benefits that investment in training can deliver.**