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Capgemini worked collaboratively with us on a challenging, accelerated programme, going the extra mile when needed, helping us to go live on time and on budget with our new t-Police system. The t-Police ERP and Duty Management system has helped us realise significant cashable benefits in support services while providing self-service functions for our front-line officers and staff.”

Charlie Hall

*Former Deputy Chief Constable,
Norfolk Constabulary*

Norfolk and Suffolk Constabularies implement t-Police for immediate savings

Close collaboration between two Constabularies and Capgemini achieves annual savings of £1m at go-live, with further savings predicted

Finding efficiencies through sharing and integration

The Police and Crime Commissioners (PCCs) of Norfolk and Suffolk, like their colleagues in all police services, are under pressure to reduce the costs of their support functions while protecting front-line services.

Since 2009, the Norfolk and Suffolk Constabularies have been collaborating on an ambitious programme focused on achieving these aims through joint working. A major element of the plan was to put in place shared support functions such as HR, Finance, Procurement, Payroll and Stores, instead of having one of each function per force. As both forces had their own systems, getting a single view of shared resources often meant manually rekeying information from one system into another with associated reconciliation and checking work. Moving to a single, shared IT solution for each area would eliminate this issue and lead the way toward further sharing of services in the future.

Overview

Customer: Norfolk & Suffolk Constabularies

Industry: UK Public Sector

Client Challenges: The two Constabularies wanted to consolidate and automate their back-office functions, to save money and provide a streamlined view of the forces

Solution-at-a-glance: Capgemini implemented t-Police (an Oracle ERP and duty management system) in order to integrate the back-office processes of both Constabularies

Results & benefits:

- £1m savings per annum were realised at go-live, with further savings predicted
- Back-office functions now all have a common view of the forces
- Electronic workflows have eliminated waste and improved accuracy
- There is support for joint operational teams and shared business support services

In addition, both within each force and across the two forces, efficiency requires everyone to have the same view of the world. With separate systems for each function, this can be difficult: for example, the workforce and associated costs are understood differently by HR and Finance. To get a consistent view, it would be necessary to implement an integrated solution for all back-office functions.



Not only does managing joint teams on separate systems become increasingly complex and bureaucratic as the number of joint teams grows, it also adds to operational risk.”

Excerpt from the original business case for the project

Sharing a modern, comprehensive ERP platform

To achieve their ambition of combining support functions, the Constabularies knew they needed a system for automating back-office transactions effectively – one that could be used by all back-office functions.

The forces decided to look for an ERP solution that would help them integrate their support departments and assist the progressive creation of joint operational teams serving both forces. The transition to joint teams had to happen at a pace dictated by the various stakeholders within the organisation. Compliance with statutory requirements for separate reporting in certain areas also needed to be maintained.



...the ERP (or modular system) must provide a service to Norfolk and Suffolk Constabularies as if they were a single customer, but also be able to differentiate between Norfolk and Suffolk data for non-collaborative teams as necessary.”

Excerpt from a pre-tender document

The solution needed to span the HR, Finance, Procurement and Payroll functions. The forces were ready to consider either an integrated set of point solutions or a full ERP system. They were also open to both police-specific solutions and more universal solutions that could be configured for their particular requirements.

As well as the right solution, the Constabularies knew they needed a partner who could guide them through the complex process of implementing business and technology change across both forces. They undertook a thorough selection process involving detailed dialogues with a number of different suppliers.

The Collaborative Business Experience:

The Collaborative Business Experience™ is central to the Capgemini philosophy and is a pillar of our service delivery.

- Capgemini and Norfolk and Suffolk Constabularies set up a collaborative joint project team, and a strong working relationship was quickly established
- Capgemini project team members were co-located with client staff at Suffolk Constabulary HQ, with some work also taking place in Norfolk Constabulary HQ during key stages
- Capgemini and Norfolk and Suffolk Constabularies worked to the spirit rather than the letter of the contract at times in order to meet the project's targets and achieve the best joint outcomes
- Norfolk and Suffolk staff worked closely with their Capgemini counterparts to implement t-Police (the Oracle ERP and duty management system) and in doing so developed expertise in the new solution.

Capgemini proposed its award-winning ERP and Duty Management system, t-Police. This police-specific solution, created in partnership with Cheshire Constabulary, met the Constabularies' requirements and provided additional "out of the box" benefits. t-Police was already proven as a shared service solution, with multiple forces sharing a single t-Police system in a similar way to that envisioned by Norfolk and Suffolk. Reference visits to other constabularies showed the team that t-Police delivered on its promises.



Norfolk and Suffolk Constabularies were looking for a partner with a strong understanding of police to implement a broad ERP solution in support of our business change programme to deliver significant cost savings and shared services across the two forces. After an extensive market evaluation, Norfolk and Suffolk Constabularies selected Capgemini to implement their proven t-Police solution as the platform for our efficiency savings and new shared services."

Charlie Hall

Former Deputy Chief Constable, Norfolk Constabulary

Close collaboration enables speed and flexibility

Capgemini and t-Police were chosen, and in late 2013 a seven-year agreement between the three parties was signed. Capgemini's brief was to help the Constabularies make savings through efficiencies in back-office and support services.

The t-Police solution that Capgemini implemented provided a single support services platform across both forces, enhancing cross-border collaboration, removing time-consuming paper-based processes and rekeying, and delivering accurate real-time information for both forces, including joint units. t-Police supported the rationalisation of individual force support functions, and also the longer-term move towards combining two sets of support functions into a single service.

A strong working relationship was quickly established, with Capgemini and the two Constabularies collaborating closely. The trust between the parties made it possible to keep to the spirit rather than the letter of the contract at times in order to meet the project's targets and achieve the right joint outcomes.

The solution that was put in place consisted of Oracle ERP and Crown Duty Management along with the t-Police integration solution (using Oracle SOA) and t-Police Business Intelligence (using Oracle Business Intelligence). Capgemini project team members were co-located with client staff at Suffolk Constabulary HQ, with some work also taking place in Norfolk Constabulary HQ during key stages.

t-Police implementation was accelerated and enhanced by extensive use of the standard t-Police solution. Integration with national constabulary systems was already built into t-Police, so the often time-consuming development phase of system implementation was short, allowing the forces to focus on business change, user adoption and training. Integrated business intelligence and management dashboards, included as part of the standard t-Police solution, were rolled out to senior stakeholders and professional users in both forces.



With Capgemini's help, we've surprised ourselves by the pace at which we've been able to implement the new ERP system and deliver on the business case savings."

Katherine Fitzgerald

Norfolk and Suffolk Constabularies Project Manager

Rapid delivery of projected benefits

The t-Police implementation went live, on time and within budget in April 2015. The Constabularies realised their vision of a single system for all back-office functions.

The project has delivered the promised back-office cost reductions largely due to the elimination of manual work such as rekeying and the consolidation and reconciliation of information between systems. Automation and streamlining of business processes has further increased efficiency. The introduction of electronic workflows has improved services, and paper-based processes have been minimized, eliminating waste and improving accuracy.

In all, £1m per annum savings was achieved from go-live, with more expected as support services become increasingly integrated. The platform has given the Constabularies the flexibility to progress towards shared services at their own pace. Most importantly, the new platform has allowed for cost savings without effecting front-line services, allowing the Constabularies to focus on what they do best, serving their communities.

About Capgemini

With more than 180,000 people in over 40 countries, Capgemini is a global leader in consulting, technology and outsourcing services. The Group reported 2015 global revenues of EUR 11.9 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at
www.capgemini.com

About Norfolk Constabulary

From police staff in the control room to officers on the beat, Norfolk Constabulary works tirelessly to make Norfolk's people their priority. The Constabulary operates across an area of 2,074 miles, bordering the counties of Lincolnshire, Cambridgeshire and Suffolk. Norfolk is one of the safest counties in the country, and its main city, Norwich, one of the safest cities. It is the work carried out by staff and officers at Norfolk Constabulary that ensures this remains consistent. The force deals with more than 1,000 emergency calls for help every day, as well as patrolling the streets and responding to incidents 24-hours-a-day, seven days a week.

Learn more at:

www.norfolk.police.uk

About Suffolk Constabulary

Suffolk Constabulary looks after around three quarters of a million people across a county covering just under 1,500 square miles. The predominantly rural area borders Essex to the south, Cambridgeshire to the west and Norfolk to the north. Crime is well below the national average and Suffolk remains a safe place to live, work, travel and invest. Policing in the county costs just 44p per person per day, making it one of the lowest-cost police forces in England: Suffolk Constabulary responds to an average of 446 incidents and receives approaching 1,000 calls from the public every day.

Learn more at:

www.suffolk.police.uk

For more information on this project, please contact:

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