

Capgemini Helps Metropolitan Police Transform Budget Control

Purchase to Pay project transforms visibility and control over third party expenditure in move to world class corporate governance

“On behalf of the Procurement Management Team, I’d like to extend a big thank you to the Capgemini team for their performance in delivering the P2P project, and getting it finished on time. I am particularly pleased with the quality of the deliverables produced, the insight and thought leadership provided and the stakeholder management undertaken which has been the best I have ever seen. You have dealt with all curve balls thrown your way, taken our concerns seriously and responded with well thought- out reasoning and logic. This is what I feel differentiates Capgemini from other organisations.”

David Woosey, Director of Supply Chain Management, MPS

The Situation

The Metropolitan Police Service (MPS) works for a safer London, policing 620 square miles across all 32 London boroughs and serving a resident population of over 7.3 million as well as the 5.5 million visitors and workers who arrive every day. Its £3 billion budget for external expenditure covers a complex range of goods and services—everything from boats and batons to helicopters and horses.

The MPS was determined to match its world-class policing with world-class procurement and corporate governance to improve cost effectiveness, achieve excellence in matching supply and demand, and ensure contract compliance.

The Solution

Capgemini was called in to help transform Procurement and Finance aspects of external spending. One key phase was a large scale Purchase to Pay (P2P) Programme to build on highly effective earlier work by Capgemini at MPS, including procurement opportunity analysis and

finance functional review to lay a foundation of strength in rigour, regulation and governance.

Building on this groundwork, the aim of P2P was to ensure a standardised, controlled and transparent approach to managing all third party expenditure, associated processes and increased corporate control. Critical key performance indicators spanning the P2P process were agreed and rigorous monitoring processes put in place.

The Result

The MPS reports that as a result of the new processes and systems stemming from the P2P programme, it is well placed to increase both visibility and control of all third party expenditure.

The specific targets that were set as part of the programme are being met, including such key indicators as the percentage of

“I would like to take this opportunity to thank Capgemini. The P2P Programme is the benchmark for future Programme work within the Resources Directorate”

Anne McMeel
Director of Resources
Metropolitan Police Service



expenditure that is fully visible, percentage of expenditure managed through standard catalogues, invoice-to-order matching, payment within statutory deadlines and contract compliance.

How the MPS and Capgemini Worked Together

The P2P project adopted a disciplined programme approach, bringing together elements of the MPS business through the Resources Directorate. A team was rapidly mobilised from both organisations working seamlessly, and demonstrating “one voice” to the MPS. This was all governed by a jointly run programme management component which provided the rigour and discipline needed to meet the required timescales.

The Purchase to Pay (P2P) cycle was examined as a culmination of the Procurement and Finance pieces of work that Capgemini had previously been involved in over the last 2 years. The original procurement activity had focused on understanding what procurement opportunities existed across MPS’ portfolio of spend, whilst the Finance component centred on providing a detailed approach to finance processes, roles and activities within the organisation.

P2P has since combined both pieces of work and focused on streamlining all P2P related procurement and financial processes, as part of a wider Corporate Governance agenda, as well as deploying a fit-for-purpose solution to the entire organisation through clear business consultation. Over nine months a core team set about delivering the solution which included:

- designing, agreeing and implementing common and agreed routes to purchase for the whole organisation
- developing mechanisms to ensure as much expenditure as possible was “on system” and visible to the business
- continually testing the solution with the Corporate and Operational sides of the business
- ensuring that all targets were being monitored and met appropriately
- obtaining Management Board approval towards compliance.

From the outset, the majority of the targets have been met, most notably the percentage of expenditure that is visible to the organisation, the degree of contract compliance, the percentage of expenditure that is managed through typical catalogue based procurement channels, and the percentage of invoices referencing purchase orders and paid within statutory deadlines.

As part of the programme, a number of critical go-live dates were set to support the category deployment and systems delivery part of the solution. These were all met on time and the programme was able to facilitate an additional go-live within the original timescales.

The programme had a dedicated change management component to ensure all elements of the MPS business were aware of all known changes. This resulted in over 1000 individual pieces of feedback

from across the MPS which the team assessed. The change management team also collaborated with procurement and finance departments at the MPS to ensure that all new processes that were being implemented, were delivered through the main corporate functions.

Significantly, the MPS is continuing with procurement category introduction and ongoing support into the overall solution. This was a critical requirement for both parties and was achieved through a carefully managed handover for all business-as-usual activities.

“Capgemini has delivered to a very high standard. I have been particularly pleased with the attention given to capability development and transfer of skills to the MPS Resources team.”

Paul Daly, Director of Exchequer Services at MPS



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In collaboration with



The Metropolitan Police Service is famed around the world and has a unique place in the history of policing. It is by far the largest of the police services that operate in Greater London (the others include the City of London Police and the British Transport Police). The Royal Parks Constabulary has now become part of the Metropolitan Police Service. Founded by Sir

Robert Peel in 1829, the original establishment of 1,000 officers policed a seven-mile radius from Charing Cross and a population of less than 2 million. Today, the Metropolitan Police Service employs 31,141 officers, 13,661 police staff, 414 traffic wardens and 2,106 Police Community Support Officers (PCSOs), and, since the realignment of police boundaries in April 2000, it covers an area of 620 square miles and a population of 7.3 million.