Seeing is believing

KPMG Powered Enterprise for policing enabled by Microsoft
Policing is under pressure to achieve more with less. The squeeze on public sector budgets means it must look at ways of increasing efficiency to free up resources so they can be diverted to where they matter most: the front line.

Part of the answer is to release investment by making your back office as efficient and effective as possible, reducing the administrative burden on your workforce and improving productivity by equipping them with the tools to be the best they can be.

New technology can make rostering of duties simpler and more efficient, gain access to accurate data to make better, more timely decisions and improve collaboration within your force and between forces.

We have developed KPMG Powered Enterprise for policing by working with Microsoft and leading global technology providers.

It has been developed for the police, with the police, working with Surrey, Sussex and Thames Valley forces.

The collective insight of the forces and design of standardised policing business processes means you can be confident it will meet your business needs and you’ll capture the benefits faster.
An era of continued austerity has put a strain on public services that are being asked to make significant cost savings and efficiency gains whilst demands increase.

New technology is changing the way we live and work. The modern workforce is increasingly technologically aware and expects to use technology at work that is as easy to use and efficient as they use outside of the workplace.

Technology has a vital role to play in helping organisations adapt to this changing environment by automating routine tasks and harnessing data to drive efficiency and improve performance. Enterprise Resource Planning (ERP) has become an essential tool to improve the efficiency and effectiveness of back office functions, improve your decision making, as well as equipping your officers and staff with essential tools to do their job.

At the heart of this transformation is cloud computing which is a game changer. The cloud allows the user to plug into a configured system that is tried and tested and flexible enough to cope with the next wave of change, including innovations such as intelligent learning, to future-proof your force.

KPMG has extensive experience and knowledge in cloud applications and process, working closely with Microsoft and leading global technology providers to achieve transformations which deliver real results across the public and private sector.
Pressures on modern policing

Policing is under more pressure than most public services because of its unique role in society.

The police must protect the public and retain their support, while coping with financial constraints and a changing society where new threats are constantly emerging from terrorism, cybercrime and organised crime.

You need to make the most of your people and deploy them better, devoting less time to administration and paperwork and freeing up resources for front line duties.

Ageing computer systems are holding back the transformation in policing. Too many officers spend precious time on routine tasks such as drawing up rosters.

This is not just about improving processes within your force. Modern policing requires making the most of resources at local, cross-force and national levels. Increased collaboration will allow forces to share information, best practice and specialist services, working to common standards and realising economies of scale that will free up resources.

Our ERP platform enables you to support your workforce and increase their work satisfaction. It provides your people with mobile access to an intuitive interface where they can perform everyday tasks, such as booking leave or claiming expenses. It also helps you to effectively manage people performance, provide learning and development tools, and cover the expected employee hygiene factors such as accurate and timely salary payment.

Legacy systems are often complex and fragmented, making it expensive and challenging to manage information, leading to inefficiencies in administration and hindering collaboration. They are also difficult to maintain and update.

Cloud computing changes all that. It enables you to unlock the potential of big data and technologies such as predictive analytics, not just transforming administration but changing the way your force works for the better.

The good news is that you do not have to develop a customised system from scratch. KPMG Powered Enterprise for policing is the result of decades of sustained investment in process knowledge, global delivery capability and cloud technology and experience in the public and commercial sectors combined with police force insight. Over 18,000 police staff are soon to be using our tools in the UK.

The Policing Vision 2025 report by the NPCC and APCC states:

"Functions and processes will have been reviewed with a focus on efficiency and effectiveness with a key enabler being the innovative use of technology"
KPMG Powered Enterprise for policing takes leading practice developed over years in the public and private sectors by KPMG, Microsoft and technology providers, combined with the insight of Surrey, Sussex and Thames Valley Police.

Using the Microsoft Dynamics 365 platform, it is a cloud-based transformation solution to enable automation that can increase efficiency, drive operational excellence and allow high levels of sophisticated integration within and across forces.

It is simple and intuitive to use, based on Microsoft applications that are widely used at work and home, are mobile enabled and are fully aligned with Office 365.

With KPMG Powered Enterprise for policing enabled by Microsoft we can help your force manage the operational implications of a cloud transformation, minimise the risk of the business change process and improve the robustness of your data migration.

As we see more shared services between forces, the move to the cloud enables greater collaboration. At Surrey, Sussex and Thames Valley Police, some 18,000 police staff are on the same aligned organisation process.

KPMG Powered Enterprise for policing is not just about modernising IT or introducing automation, it is about making technology work for your force, your people and your community, today and tomorrow.

This is an ERP solution that replaces existing systems for core back office functions, focused on your officers and staff and their ability to serve themselves in these key areas:

- **Finance**
  - Designed to improve efficiency, enable strategic planning, effective cash flow management, reliable accounting, financial reporting and analysis.
  - Facilitates regulatory compliance.

- **Duties**
  - Workforce and roles integrated into the core ERP to ensure “right people, right skills, right place and right time”, rostering made more efficient, real-time information about who is on duty, to help improve planned coverage and reduce demand on overtime and cost.

- **Learning and development**
  - Workforce and courses integrated into core ERP, automated learning pathways linked to roles, streamlined administration for digital and face-to-face learning, single repository for all courses, progress tracking, content updates as requirements change.

- **Expenses**
  - Simple employee self-service, integration to payroll, data compliance.

- **HR**
  - Easy overview of corporate data and flexible position management. Identify skill gaps for employee development.
  - Flexible case management functionality.
  - Agile performance management solution that contains a suite of comprehensive, standardised police processes, all accessed through a self-service platform and fully supported by workflow.

- **Payroll**
  - Ensures full audit trail with finance and HR, integration to duties enables automated and accurate payment, helps reduce costs by minimising time and errors, standardises and automates complex procedures across forces.
  - Facilitates regulatory compliance.

- **Fleet**
  - Effective tracing of costs and workforce time can be used to manage vehicles and other equipment, helps reduce costs with preventative maintenance.

- **Insight**
  - Microsoft Power BI reporting gives you improved access to business and management information, displayed for greater visibility and insight. Designed to improve the way you plan, deploy staff and potentially investigate crime, helping you to unleash new levels of agility in your force and allow you to adapt to future needs.
KPMG Powered Enterprise for policing not only provides the force with data and insight, it helps reduce the burden of administration and improves working life for officers and staff across all levels of the police force.

Microsoft works across many areas of the public sector, including policing through the rollout of Office 365 to police forces as part of the National Enabling Programme to drive efficiencies and improve cross-force collaboration.

Crucially, the Microsoft Azure cloud platform is approved by the UK’s National Police Information Risk Management team, which ensures the strict standards required to store police information are met and data is held in a police approved secure facility.

Designed to be simple to use and intuitive, it provides a single integrated system that line managers and individuals can log onto. It provides a self-service, one-stop shop.

Your staff are likely to be familiar with Microsoft applications, such as Outlook and PowerPoint, reducing the amount of time needed for training. When an officer or staff member logs in, they see a personal dashboard that presents them with everything they need, whether they are managing a cross-force team or checking their own personal duties.

The line manager can see their whole team in one place, allowing them to track attendances, leave and overtime, without the need for manual review, approval or rejection.

This ability to see which officers and skills are required allows better planning of rosters and forecast capability for day-to-day duties and large events. It also identifies skills gaps so they can request additional training where needed for professional development.

For individuals, the landing page lets them see their duties and rosters, request leave, file expenses, identify skills gaps, book training and update personal information. It also allows more complex requests such as maternity or paternity leave to be submitted in a simple way.

One of the big benefits is that the system “knows who you are” and automatically populates many fields so you do not have to input personal details multiple times. It tells you which fields you need to complete and has links to local policies and guides to steer you through tasks.

Many of these services will be available as mobile apps for greater convenience and efficiency. The potential for improving morale and well-being is enormous.

KPMG Powered Enterprise for policing automates record keeping, removing duplication, reducing errors, ensuring up to date and accurate information is easily available.

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A day in the life

The following case studies are just a few examples to illustrate how Powered Enterprise for policing can benefit your force today.

1 Police Officer and staff

An officer can report sickness absence on a mobile app, cutting the time spent reporting and automatically notifying a supervisor who can re-plan duties for the day immediately.

2 Critical Incident Manager

Faced with a public disorder incident, the Critical Incident Manager has fast access to data on PSU and taser-trained officers, across forces if needed, instead of relying on radio or direct contact. Fast and accurate information enables rapid deployment of appropriately trained officers.

3 Police Officer and staff

A member of police staff changes roles and is automatically informed about the competencies and skills they require to be effective. With two clicks they can book on to relevant courses and training, saving them time and reducing the administrative burden for supervisors and HR.

4 HR Business Partner

The HR business partner is asked to review the collaborated specialist crime team staffing across two forces to identify skills gaps. They can draw on a single report with accurate data instead of cleansing data from multiple sources and systems that use different terminology and may be outdated.
Future-proofing your force

Why go to the cloud? Current ageing systems are fragmented and complex, information is stored in siloes and difficult to retrieve. Cross-force collaboration is restricted.

KPMG Powered Enterprise for policing is simple and creates a new model for service delivery. We have deep experience of working with public sector organisations to deliver transformational systems. Our knowledge of organisational processes is combined with cloud technology to deliver sustainable change, improve performance and drive operational excellence.

KPMG Powered Enterprise for policing allows you to:

- **Transform** the way you run your police force
- **Build agile functions** to future-proof your force
- **Help your people adopt and embrace change**
- **Exploit new technologies** for value and performance
- **Drive future success** with the latest leading practice

It is configured, not customised and flexible enough to suit the demands and cultures of individual forces. Using pre-configured leading business practices means you can be more confident that KPMG Powered Enterprise for policing will deliver an efficient, effective and user-focused solution that allows you to realise benefits faster.

A suite of police-specific standard reporting, combined with the intuitiveness and advanced analytical capabilities of Microsoft Power BI, means you can make better and more timely decisions. The computing power of the Microsoft Azure cloud platform means you can start to benefit from capabilities such as machine learning and artificial intelligence, improving your ability to make forecasts and plan better.

Based on a subscription model, it is offered as a "platform as a service" aligning costs more closely with the benefits you will see. It also takes away the worry of maintenance and upgrades.

KPMG Powered Enterprise for policing combines process, technology and policing experience to set a new policing standard to drive change.

Cloud
- Fast deployment; elastic scale; UK data residency; compliance; with a focus on apps to deploy thousands of instances in minutes

Secure
- Data stored in security certified and compliant data centres; secured at rest and in transit; security roles in solution for access; usage and access monitored; single sign on

Intuitive
- Familiar and intuitive; your workforce is empowered to engage with the solution and act with appropriate autonomy; easy to use interface minimises the need for training

Managed
- End to end solution management; 24/7 support; service levels aligned with force requirements; regular maintenance; proactive monitoring

Reporting
- Adaptable client tools for self-service; out of the box reports; advance reporting tools; gain insight from your data

Integrated
- One version of the truth; full audit trail; multiple applications deliver one seamless solution; comprehensive integration to local and cloud hosted solutions minimises re-keying

Mobile
- Support for wide range of mobile devices; variety of mobile apps; enables simple tasks to be completed out of office

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KPMG Powered Enterprise for policing is based on strong relationships that combine expertise in ERP, cloud computing, technology and policing. Working with experienced vendors means you do not have to develop a customised solution and can instead work with our tried and tested system so that all your information can be seamlessly integrated.

Microsoft is a leading global provider of cloud computing services. It has been driving advances in cloud computing, developing new ways for people to interact with technology at home, at work and on the move, transforming public services and supporting the UK economy.

Crown Duty Management Systems is a leading UK provider of duty management systems for the emergency services, improving the information available to planners and automating much of the duty planning process. It serves more than 350 major organisations in the public and private sectors, including many of the UK’s police forces.

FourVision is a Microsoft Gold Certified partner and a global specialist who has developed advanced Web Apps for the HR module of Microsoft Dynamics 365, across a variety of industries and for many large organisations.

Surrey, Sussex and Thames Valley Police serve a combined population of more than five million people, with a total workforce across the three forces of 18,000 police staff.

This expertise and experience provides a formidable combination. Every component has a role to play in extracting the maximum efficiency from the technology to generate results.

Integrated system

The comprehensive, integrated ERP solution drives efficiency across the forces, replacing existing systems for HR, learning and development, payroll, finance, duties and resourcing, as the diagram below shows. KPMG Powered Enterprise for policing is based on established, pre-configured technology, designed to speed up integration, reduce implementation risk and provide agility to cope with change.
How to prepare for transformation

KPMG Powered Enterprise for policing provides world-class ERP technology, but expertise from Surrey, Sussex and Thames Valley Police has been crucial.

Working together, we have developed a pre-configured cloud-based system built for a new generation of policing.

Here, the three forces offer their insight into what other forces need to do as they consider switching to the cloud, including securing support at every level of the organisation.

Top down support

Switching to a cloud-based ERP system has to be a priority for the force and must come from the top, the Chief Constable, senior team and the PCC.

It needs stakeholder engagement because it will affect every single person in your force, at every level and it is important that the impact and benefit is understood and planned. Governance is critical."

Start planning now

None of this is rocket science, but planning must start as far ahead as possible. You have to prepare a costed business case, detailing the benefits and the resources needed, not just for the programme but for the ongoing commitment. The financial implications and risks must be clearly set out and should not be underestimated.

Allow time to get internal and external resources in place, including the vetting process for specialist contractors which is a more sensitive issue for the police than many organisations. Internal resource will always be pulled towards business as usual, so it is important to get the right mix in terms of dedicated resource.

Take account of the logistics of getting key people together who may be spread out geographically and potentially across multiple forces.

Understand how things are done now, where the system has problems and where things are done off-system. It is not about replicating what you do now, but doing it better.

Data cleansing is always a massive task and understanding what information you will take across into your new system takes time.

Identify an implementation window, allowing for other major programmes which may be competing for resources.“
**Explain the benefits**

"Your people will know all about the frustrations of your legacy system. The new system will bring huge benefits for the force as a whole, increasing efficiency in HR, payroll and operational duties.

Take time to explain how it will make their lives easier and you will be talking to a willing audience.

It is not just when they are on duty. The boost to morale and well-being from something as simple as being able to book precious time off via a mobile device at home cannot be underestimated.

One of the benefits of working with Microsoft is that most of your people will be familiar with it and require minimal training to use it. The system also provides a lot of help."

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**Governance**

"It needs a strong governance process to maintain discipline and ensure it is on plan, on budget and meets the expectations of the force – don’t allow project scope drift.

This requires a mix of internal and external expertise, in ERP, solutions architecture and knowing how the organisation works. All parts of the team play a role and should contribute to a joint plan with joint goals that can be monitored and revised through a strategic board.

The system is pre-configured, but is flexible enough to allow for local terms and conditions and different role descriptions. Forces may need to revise some policies and procedures to align with the system.

Put a test plan in place involving people who understand the technology, the system and the force to provide maximum confidence on switchover day."

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**Preparing the ground**

"We have prepared the ground so that implementation will be easier for other forces. But you should not underestimate the amount of work involved and be realistic on resources and time involved.

Recognise that this is going to make the force more efficient, make life better for your people and ultimately benefit your community."

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**Built on experience, for the police, by the police.**

KPMG Powered Enterprise for policing is the result of years of experience in transformation, ERP solutions, technology and policing.

The collective insight of three police forces, KPMG teams, Microsoft and technology providers has developed a solution that is tailored to policing, but is configured not customised.

It brings people, best practice, proven technologies and police expertise together to prepare your force and your people for the future.

What comes next is powered by KPMG.
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