



## Services Team and Police Build Performance Management System That Helps Cut Crime

### Overview

**Country or Region:** United Kingdom

**Industry:** Police

### Customer Profile

Norfolk Constabulary employs 3,000 people, including 1,640 police officers, to serve the population of Norfolk in the eastern region of the United Kingdom (U.K.).

### Business Situation

Norfolk Constabulary wanted to improve public perception of the police, focusing on the safety issues important to the communities it serves.

### Solution

The Microsoft® Policing Performance Management solution, from Microsoft Services, provides information for officers at all levels of the police force.

### Benefits

- Reduced crime rate
- Increased public confidence
- Better allocation of resources
- Enhanced value for money

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*Keith Philpot, Inspector, Business Performance Unit, Norfolk Constabulary*

To streamline police management and service to the public, Norfolk Constabulary wanted to improve the flow of information throughout the police force, and to the Home Office. The police turned to Microsoft Services for a solution. The resulting Policing Performance Management solution is a data management system that puts vital information, including crime figures, at the disposal of police officers. It helps police pinpoint problems and direct the appropriate resources to the areas that need them. Implementation has helped cut crime, provide better service to the public, and improved the ability of the police to solve community problems.

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## Situation

With 1,640 police officers, Norfolk Constabulary serves a population of 840,700 in the eastern region of the United Kingdom (U.K.). In keeping with a national trend, senior officers were eager to improve public perception by applying performance management and customer service to policing. They wanted to increase the public profile of the force and focus on the safety issues important to the communities they serve.

The constabulary sent increasing amounts of data to the Home Office and other statutory agencies, but information was managed in a haphazard way. As the force added new computer systems, staff would grab data from several sources and input it into performance reports manually. Keith Philpot, Inspector, Business Performance Unit, Norfolk Constabulary, says: “There wasn’t one authority deciding what information to publish to the wider police force of Norfolk Constabulary. Individuals who were thought to have the most accurate information were given the responsibility to disseminate it.”

Delays and confusion caused by the lack of a central data system were especially apparent when sharing crime figures. Crime data, crucial to daily police activity, was 24 hours out of date, while information tracking individual performance was a month old.

Managing officers were keen to follow the best practice guidelines for sharing police performance data set by Her Majesty’s Inspectorate of Constabulary. Their first challenge was to figure out how to manage data without unwieldy manual processes. “We understood that to get the most out of our system, we would have to think about how we use our data and how we shape our internal processes around that data,” says Inspector Philpot.

## Solution

Inspector Philpot and his team invited a number of companies to present their data systems. Microsoft Services won the tender by proposing a streamlined solution customised to the specific needs of police forces. Inspector Philpot was impressed with the Microsoft® team’s deep understanding of analytics and business intelligence. A key service Microsoft offered was to share the knowledge needed to develop the system so Norfolk Constabulary could make changes as the force’s needs changed. “We wanted a system that could be implemented quickly, yet give us maximum impact. Microsoft Services went one step further, integrating much of the software we already owned. It then trained our developers on the system, reducing our acquisition and training costs,” says Inspector Philpot.

The development team at Norfolk Constabulary worked with Microsoft Services to define how they could use the full range of information available. The Microsoft team had experience working with police forces and in-depth knowledge of the U.K. police market so recommended the Microsoft Policing Performance Management solution, a set of Web technologies built on database management tool, Microsoft SQL Server® 2005.

The Microsoft Services team started the project with Microsoft Gold Certified Partner Contemporary in January 2009, and delivered the first phase, linking crime data with “stop and search” and domestic violence databases, to give officers real-time statistics 10 weeks later, in April 2009. Once immediate data needs were addressed, the Contemporary and Microsoft Services teams worked side-by-side, concentrating on the full range of information available from the solution. Each data source required the Microsoft Services team to:

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- Perform an initial analysis of the data requirement
- Determine what application was suitable
- Develop the data source so that it was compatible with the Business Intelligence Accelerators and business users
- Define what information was required to be extracted
- Perform the initial extraction and verify successful upload into the Business Intelligence Accelerators
- Develop and install the regular ongoing data extraction
- Test that the required reports will use this new data

Microsoft Services assisted in the development of a technical roadmap to streamline the transition process to the new system and advised on Microsoft recommended practice of implementation.

First, the team built a prototype to ensure that all technologies would work together. Next, Microsoft created a Microsoft Office SharePoint® Server 2007 environment with links to a background warehouse function that can deliver performance and business information in a variety of formats. This step included the development of Business Intelligence Accelerators for Police, followed by populating the framework from data warehouses.

Throughout the process, Microsoft Services and Contemporary provided on-the-job mentoring and advice, sharing Microsoft recommended practices and identifying the product functions and features relevant to Norfolk Constabulary, including Office SharePoint Server 2007, Microsoft Office PerformancePoint® Server 2007, and SQL Server Integration Services, Analysis Services, and Reporting Services.

Training was onsite and classroom-based, with offsite instruction for key stakeholders who trained the rest of the organisation.

The resulting system provides information for officers at all levels of the police force by pulling it from various sources into the cube providing analytics and data-mining capabilities. Information, personalised to the specific needs of each user, is presented through dashboards and reports. Users access the information through Microsoft Office SharePoint Server 2007.

- **The dashboard.** Every user has access to the dashboard, a series of dials with a needle that moves from green, to amber, to red—depending on how the force as a whole is meeting its “pledges and principles,” strategic aims, and objectives.
- **The scorecard.** Users all have their own customised scorecards showing the information they need to do their specific jobs. Scorecards deliver a holistic view of performance, allowing officers to be tactically and organisationally aware.
- **Self-briefing system.** Officers who have been away for a few days can catch up with an overview of crime and activity during their absence, by using the self-briefing system. “Making sure that police officers are well informed about events in the community is a good way to increase public confidence,” says Inspector Philpot.
- **Individual performance indicators.** A standardised set of data shows what employees are doing. Performance is measured against specific goals—set by the Assessment of Policing in Community Safety framework—such as how many crimes officers are investigating, how many incidents they’ve attended, and whether they responded on time. Key performance indicators include customer service, value for money, process, and evidence of continuous improvement.

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- **Delivery of data to other services.** Data is now sent to the Home Office and other partner agencies in a standardised way. An e-mail is automatically sent to the Home Office on the first day of every month. Officers can also extract data in an automated way, eliminating the need for manual intervention.

According to Inspector Philpot, working with Microsoft Services to develop Business Intelligence Accelerators for Police has been a positive experience. “We didn’t just ask Microsoft to deliver a product. The whole process has been a partnership. We’ve worked together to develop the tools we need. The Microsoft Services team worked side-by-side with us to transfer the knowledge to our own team so that we can resolve issues as they come along, and further develop the system in the long term,” says Inspector Philpot. “We were initially dependant on the Microsoft Services team. But they shared a great deal of knowledge, and the products are so easy to learn that our developers have great confidence in the technology.”

### Benefits

Providing appropriate, timely data to officers significantly improved productivity and operations. Individual officers were empowered with information that helped them serve the community and cut crime by 20 per cent over two years. As a result, public confidence has increased greatly. An ongoing relationship with Microsoft Services ensures that the solution will continue to evolve to fit the changing needs of the police force. Inspector Philpot says: “The Microsoft team has demonstrated a great capacity for flexibility throughout the project. By listening carefully to our challenges, the team has built a solution that fulfils our needs exactly.”

### Crime Reduced by 20 Per Cent

Over the past 10 years, Norfolk Constabulary has enjoyed an average of 1 to 2 per cent reduction in crime each year. These numbers have changed dramatically over the past two years. Crime figures of 60,000 incidents per year were cut to fewer than 50,000 incidents. Violent crime decreased by 12 per cent, criminal damage was cut by 14 per cent, and car crime was down by 25 per cent. The Microsoft Policing Performance Management solution was a key part of the programme Norfolk Constabulary implemented to cause this dramatic reduction in crime.

Individual managers can make immediate decisions that prevent crime hot spots. Managers, such as inspectors, now have specific crime information at their fingertips. They can allocate forces to the areas needed most without having to wait for someone to tell them what to do. Previously, inspectors directed their officers and staff based on trends and events that were at least 24 hours old. Now, if crime begins to spike in a specific area, officers can take immediate action.

With up-to-date information, the managers can make strategic decisions to mobilise forces in a more effective way. “We have a number of trigger plans now, based on specific crime activity,” says Inspector Philpot.

### Public Confidence Increases

Norfolk Constabulary is moving into a new era of policing, focusing on public satisfaction. Public opinion is an important aspect of this strategy. An effective, well-informed police force that addresses the immediate needs of its community inspires greater public confidence. Maximising resources creates a greater impact within the county. “We are in the business of crime and disorder but above all, we’re also in the business of working with the public. Effective flow of information helps managers make better decisions, which leads

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to a more effective police force, higher levels of service and an improved public image,” says Inspector Philpot.

#### **Immediate Feedback Allows Resources to Be Moved Easily**

Information reflected on dashboards refreshes every 15 minutes, giving immediate feedback on police initiatives and crime processes. If resources are allocated in one area, they can immediately be moved to the area they are needed more. The system can also track individual crimes and allocate resources. Burglaries can now be assigned to officers and investigated within four hours, a great improvement over the previous 24-hour response. “The ability to show real-time performance at each key point of crime allocation and investigation is a breakthrough in police technology,” says Inspector Philpot.

#### **A Sustainable System Gives Good Value for Money**

In the public sector, higher customer expectation linked with increasingly tight budgets drives the need to eliminate waste and receive better value for money. The Police Performance Management solution is an efficient system with room for expansion. As the police force needs additional technology, it can be easily integrated into the system.

Because most software was already used by Norfolk Constabulary, the cost of licensing and extra software was minimal. The workforce at Norfolk was already familiar with Microsoft Office, so the similar look and feel of the solution reduced training costs. After partnering with Microsoft Services during development, the Norfolk team knows Microsoft technology better than any other package, so building and maintaining the system is also cost effective.

“In the past, we’ve bought a wonderful system, but when it’s gone wrong, or no one’s

been able to correct it or fix it, we’ve had to get rid of it and get another system or hire expensive consultants to try to put it right. Now, if something goes wrong, we can fix it ourselves,” says Inspector Philpot.

## For More Information

For further information about Microsoft products and services, please visit [www.microsoft.com/uk](http://www.microsoft.com/uk)

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For more information about Contemporary products and services, call or visit the Web site at:  
[www.contemporary.co.uk](http://www.contemporary.co.uk)

For more information about Norfolk Constabulary products and services, call or visit the Web site at:  
[www.norfolk.police.uk](http://www.norfolk.police.uk)

## Microsoft Services

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### Software and Services

- Microsoft Office
  - Microsoft Office PerformancePoint Server 2007
  - Microsoft Office SharePoint Server 2007

- Microsoft Server Product Portfolio
  - Microsoft SQL Server 2005