



Meeting	Policing performance Committee
Date	12 September 2023
Location	Video Conferencing
Title of Paper	MCE Programme (Sep) Update
Presented By	Ch Supt Gregg Banks
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide members with an overview and update on the projects and work within the MCE programme.

1. MCE PROGRAMME OVERVIEW

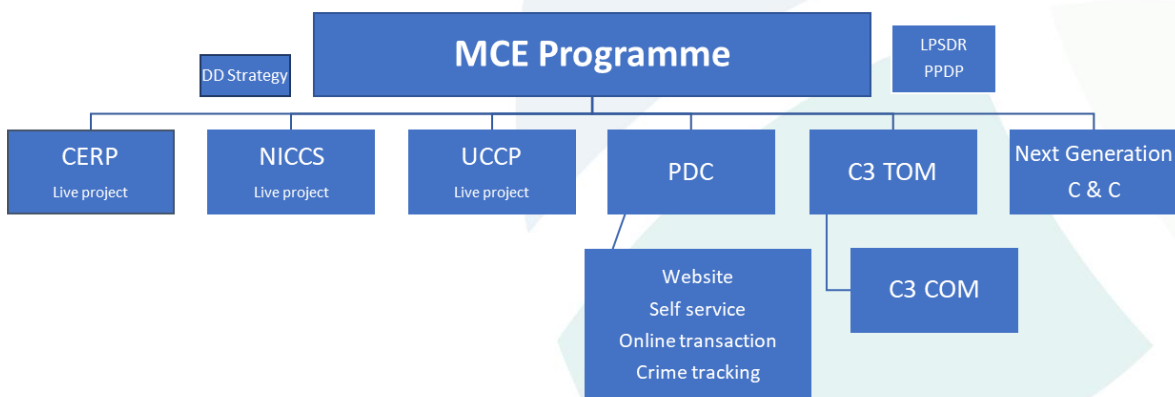
1.1 The Modernised Contact and Engagement (MCE) Programme will create a collective momentum of change and improvement in how Police Scotland engages with the public and its partners; maximising the potential of enabling communication technologies; enhanced partnership working; developments in remote engagement, response and resolution and a deeper understanding of public expectation and need; to deliver truly responsive and sustainable Policing for Scotland.

2. MCE STRATEGIC OBJECTIVES

2.1 The MCE Programme will make Police Scotland’s services more accessible, relevant, and responsive to public need and increase public confidence and consent through:

- Enhancing public accessibility through development of multiple channels of communication and engagement.
- Facilitating all communities being able to engage with Police Scotland with services tailored to individual need.
- Enhancing the early identification of vulnerability and ensuring effective and sustainable Policing response and resolution.
- Maximising partnership working to ensure the public can access the most appropriate services at the earliest opportunity.

3. CURRENT MCE STRUCTURE.



4. PROGRAMME UPDATE

All projects within the program are intrinsically interconnected, with numerous dependencies across each project required to facilitate the realisation of their respective outcomes and objectives. Recent

discussions have commenced regarding how each of the projects under the MCE umbrella can further enhance and expedite their contributions to facilitate opportunities, efficiencies, and organisational benefits. Notably, the Public Digital Contact space emerges as a pivotal avenue for achieving this.

4.1 CONTACT AND ENGAGEMENT RESOLUTION PROJECT (CERP)

C3 Training

Following an extensive and engaging training needs assessment of C3, a TNA paper was presented and agreed. In consultation with C3 the project team have planned and are now delivering a full day's training to all 1700 C3 staff which will last until April 2024. The initial training sessions have been well received and the outcomes will have a positive impact on the quality of THRIVE assessments and processes within C3.

Proportionate Response to Crime

A paper on a proportionate response to crime investigation was agreed and a pilot in A Division commenced on 28 August 2023. The pilot offers the opportunity for officers to focus on those crime investigations with the greatest threat, risk, and harm. The project team will be closely assessing this pilot and are working alongside Corporate Communications to ensure the communication messages are concise and that the objectives of the pilot are understood.

4.2 UNIFIED COMMUNICATIONS AND CONTACT PLATFORM (UCCP PROJECT)

Webex

A key focus of the UCCP project has been the implementation of the Cisco Call Manager, Webex, which is planned to replace Microsoft Teams as the principal online contact channel for the Force. Webex, a comprehensive web conferencing, communication, and collaboration platform, empowers users to facilitate online meetings, video conferencing, webinars, and screen sharing.

Having successfully completed an external IT Health Check for the system, the team awaits any identified issues for remediation. The Webex pilot for the ICT Service Desk is scheduled for 16th November, with System Acceptance Testing (SAT) planned from 13th September. Subsequent rollout across the organisation will be accompanied by a comprehensive communication strategy.

C3 Service Centre

Recent efforts have been concentrated on four specific areas within C3, predating the implementation of C3 voice (999/101). These focus areas encompass:

- Contact Us
- Storm link
- SMS Diary
- Calbrio Workforce Management System

The project team is prioritising these areas to expedite some work, while continuing close collaboration with C3 to facilitate any opportunities identified.

Replacement of the Customer Relationship Manager (CRM)

The Invitation to Tender (ITT) process for the replacement of the existing Customer Relationship Management (CRM) system concludes on 1st September. Once the evaluation period has completed, a Change Request (CR) will be submitted through governance. The timely delivery of C3 voice is contingent upon the successful deployment of the new CRM system, highlighting the team's vigorous efforts to achieve this objective.

4.3 NATIONAL INTEGRATED COMMUNICATIONS CONTROL SYSTEMS (NICCS PROJECT)

In response to some identified system faults, a change request (CR005) is currently undergoing governance review, seeking an extension of the project timeline until August 2024. The NICCS project is currently lagging by four weeks due to resource limitations and the imperative to conduct end-to-end testing.

The team's efforts encompass close engagement with C3 Senior Management Team (SMT) to ensure effective testing and refresher training, thereby ensuring a seamless implementation. Multiple options, including aid memoirs, simulators, refresher training, floor walkers, and team champions, are being considered to support delivery and mitigate skill fade.

4.4 PUBLIC DIGITAL CONTACT

The MCE and Service Design (SD) teams have been extensively engaged in enhancing public digital contact as a pivotal facilitator and

opportunity for the organisation. The prioritisation of digital services and new contact options aligns with the broader strategies of the Force.

Since March 2022, workshops and events have been diligently executed with the aim of:

- Harnessing the benefits of digital channels and the Unified Communications and Contact Platform (UCCP)
- Channelling demand toward appropriate services at the initial point of contact
- Minimising failure demand
- Providing citizens with a choice of communication channels to align with strategic ambitions.
- Unlocking efficiencies across C3, LP, and the broader organisation
- Enabling C3 to dedicate more time to high-risk incidents and vulnerability.
- Nurturing and sustaining confidence in policing

The process involves delineating the current Police Scotland contact model and developing blueprints to comprehend existing challenges before embarking on the solutions phase. The team is in the early stages of the governance process, marked by a draft Project Plan Appraisal (PPA).

4.5 NEXT GENERATION COMMAND AND CONTROL

Soon, the MCE team will collaborate extensively with Digital Division and C3 to begin the work on replacing our current Command and Control system. This will be an extremely complex and extensive project which will overlap into all areas of the organisation. In 2022 the first full day workshop was held to understand the challenges ahead and these should not be underestimated. Work has started on this, and progress will be reported in through governance.

4.6 HORIZON COPTec – ACADEMIC RESEARCH

Through the MCE program, Police Scotland has forged a partnership with Napier University and a consortium of European academic and law enforcement entities led by Professor Liz Aston (Director of SIPR). This collaboration seeks funding from the European Horizon fund to initiate research centred around Community Policing and public confidence in the context of the use of technology. Evident synergies exist between this research and initiatives within the MCE program and the broader organisation. A successful bid would position Police

Scotland as a key contributor to a research endeavour spanning approximately three years.

5. FINANCIAL IMPLICATIONS

- 5.1 The NICCS change request CR005 which has now been created has financial implications for the Force and will be presented at the next change board for approval. The request is to approve a new completion date for the project, from Sep 2023 to August 2024.

It is also seeking approval for additional funding of around £1.4 million to ensure the project meets the new timeline to deliver the essential systems. This sum is made up of £750,000 which is required to maintain the legacy ICCS during the interim period, £500,000 staff capitalisation for the new timeline and £180,000 to cover costs identified for training, and to address skills fade within C3. These costs are approximate figures and full details are detailed within the change request.

The resources within these costs are all essential for the delivery of the system due to their identified skillset and expertise and it is worth noting that the supplier of the system has not increased any of their costs.

6. PERSONNEL IMPLICATIONS

- 6.1 As above there will be a requirement for the NICCS project team to stay on the project due to the extended timelines due to the criticality of the project and their expertise required to deliver it.

7. LEGAL IMPLICATIONS

- 7.1 There are no legal implications in this report.

8. REPUTATIONAL IMPLICATIONS

- 8.1 The proportionate response to crime (4.1) pilot within A Division may have reputational implications for the Force. This was identified at an early stage and the team have been engaging with stakeholders. The project team will continue to engage during and after the pilot and provide a full evaluation prior to any decisions on further implementation are made.

Following the launch of the pilot, there was extensive media reporting locally and nationally after some proactive messaging from the Force in line with the agreed Communications Strategy.

The view from Corporate Communications is that the coverage, in the main, was balanced and a number of follow up enquiries were considered to provide clarity on reporting.

9. SOCIAL IMPLICATIONS

9.1 There are no social implications in this report.

10. COMMUNITY IMPACT

10.1 There are no community implications in this report.

11. EQUALITIES IMPLICATIONS

11.1 There are no equality implications in this report.

12. ENVIRONMENT IMPLICATIONS

12.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.