POLICE & CRIME COMMISSIONER THAMES VALLEY

OFFICE OF THE POLICE & CRIME COMMISSIONER FOR THAMES VALLEY

**PCC REPORT TO
THE THAMES VALLEY POLICE AND CRIME PANEL
16th November 2018**

**TVP Contact Management Platform (CMP)
Project Update**

What is the Contact Management Platform?

The Contact Management Platform (CMP) programme is an area of work that will change the way that contact from members of the public is dealt with by opening up a number of improved methods for the public to make contact with both Thames Valley Police (TVP) and Hampshire Constabulary (HC).

The CMP system is the largest and most complex IT programme either HC or TVP has delivered and will replace over 20 systems across both forces. CMP replaces a number of systems currently in use across both HC and TVP and means that both forces will have the same system. As this system integrates numerous contact channels and data sources, it will enable the entire user contact journey to be dealt with effectively and within a single system.

In order to maximise the potential of the Platform, TVP and HC's call centres have combined to create a single Contact Management unit across both forces. This will facilitate future cross-border deployment and response as well as making contact centre processes more efficient.

The CMP programme will improve the forces' ability to accurately assess threat, harm, opportunities and risk and respond appropriately. The Contact Management Platform (CMP) records all contact from the public and Thames Valley Police's (TVP) response to this in one place. It utilises the leading technology to enable TVP to harness its data more effectively, to better assess the threat, harm and risk and ensure the most appropriate response is provided.

CMP has been developed with commercial partners Microsoft and ESRI and is tailored to meet the needs of the two forces. To ensure maximum benefit the forces are now conducting detailed application and operational testing and, once that is completed, will be starting a full, but phased, roll out across both forces in 2019.

Who will be impacted by the introduction of CMP:

The implementation of both the combined Contact Management Unit and the new Contact Management Platform system will impact upon a range of operational areas including:

- Contact Centre Management
- Contact Centre Staff
- Operational Staff
- Police officers
- PCSO's

Summary of CMP programme benefits:

The benefits that will be brought about by the CMP programme are numerous and potentially far-reaching. In summary these are:

- **Targeted response** - having the entire citizen contact journey in one, integrated, platform which will allow call handlers and officers to provide a rapid and better informed response to victims. Using CMP there is instant access to details about the caller including any previous contact. The police can see linked incidents, the address, date of birth, other occupants and their relationship. This information is vital to enable a targeted response backed up by an informed threat assessment, which therefore informs the forces' response.

- **Rapid Assessment** - initial contact will be improved as contact centre staff will have access to a wealth of information enabling quick and accurate assessment of potential threat, harm and risk to the citizens. CMP enables a rapid assessment of a situation so that the police are able to protect the vulnerable.

- **Smarter deployment** - through the enhanced mapping an operator can view available resources and instantaneously access key data such as number and availability of officers, response time and specific expertise, for example family liaison officers or dog handlers, for smarter deployment. Contact Management will be better able to source appropriate resources and despatch accurately and appropriately with true 'borderless policing' within each force.

- **Incident management** - operators can often be dealing with as many as a dozen ongoing incidents. With the new CMP Incident Management system they will be able to see all their ongoing calls, the status of resources and be notified of any updates so that they can respond as needed. Instead of reading advice to the caller on what to do, where appropriate, this can be sent immediately by SMS or email, freeing time to take the next call.

- **Demand management** - provide a better understanding of the demand by using an advanced speech and text analytics solution which will provide analysis of calls made to force operators. Combining this with the Platform's improved information management, it will help the forces to reduce unnecessary contact and target areas of need.

- **Future proofing** - the Contact Management Platform is built on industry leading Microsoft Dynamics technology which will enable the system to develop to reflect changing needs. As such, CMP is a foundation for the future. It has the potential to push the boundaries of policing and utilise police resources more effectively, with future options of a Citizen Gateway, full voiceless deployment, social media monitoring, officer record updates from the scene and the mobile officer APP.

- **Safer communities** – the Citizen Gateway facility will support safer communities. We want members of the public to contact the police in a way that suits them. The Citizen Gateway will enable people to report a crime online, return to track this, update their incident file and book an appointment for officers to attend. People will also have access to online preventative advice.

- **Financial savings** – the current aggregate (TVP and HC) estimated full-year savings arising from the implementation of the CMP programme and the rationalisation of 'redundant' systems is forecast to be £5.8m p.a. (after 2 years).

History

The CMP programme was originally initiated by TVP and HC in early 2014. The original intent was to deliver a standalone Customer Relationship Management (CRM) system plus a separate Command and Control (C&C) system to replace the ageing C&C systems in both forces.

Over the following 2 years the programme went through a number of revisions that saw it move from standalone CRM and C&C systems with minimal integration to a fully integrated, combined, CRM/C&C system, to be provided through a bespoke Microsoft (MS) development within the Dynamics CRM technology platform. This planned version became known as the Contact Management Platform (CMP). In addition, a large number of integrations were introduced to key force and external information systems, HR, shift systems, PNC, telephony and radio. Furthermore, a full, real-time, synchronisation between CMP and the NicheRMS crime recording system was also scoped. This resultant planned system is intended to provide industry-leading integrated 'threat, risk and harm' (THOR) information to Contact Centre Operators as well as minimising risk to Operational Operators, through accurate and appropriate threat assessment and appropriate response enabled by a single integrated system.

In late 2016, design and delivery of the application infrastructure was passed to MS, together with a decision to move ICT infrastructure hosting from the forces to the MS Azure Cloud. The use of Azure Cloud hosting was intended to provide greater infrastructure scalability, and reduce the future demands on the Joint ICT environment support.

Following development of the CMP system, testing of the integrated systems began in early 2017 with a view to a 'go-live' date of September 2017. However, whilst user feedback from functional testing was – and has remained - very positive, the testing identified a number of performance, integration and system instability issues which undermined user confidence. These ICT environment stability issues have continued to

persist, which resulted in the go-live date being further deferred to February 2018 and then to July 2018, at which point the two PCCs agreed with their chief constables that as policing involves risk-based decision making for the protection of the public, the new CMP system should not be introduced and put into real world use until it has been rigorously tested and is fully operational.

Accordingly, on 30 July 2018 the two PCCs agreed that the CMP system go-live date be deferred to April 2019 to enable additional – but essential - testing and resolution of systems infrastructure problems and instability issues to be completed, and approved the allocation of an additional £7.3m spend budget (split £4.0m TVP / £3.3m HC) to fund this additional work. In addition, it was also agreed that project governance arrangements would be reinforced, with enhanced regular reporting of progress against specific project assurance and decision gates to the TVP/HC Chief Officer Group (COG) and the two PCCs, respectively.

Current Position

Testing and remediation of the system is continuing but the CMP project 'critical path' remains on track against the current go-live date of April 2019.

For information, an article that appeared in the 27 September 2018 edition of 'Police Professional' about this project ("Rigorous testing' delays CMP transition') is attached to this report.

Anthony Stansfeld
Police and Crime Commissioner for Thames Valley

7 November 2018

'Rigorous testing' delays CMP transition

Thames Valley police and crime commissioner Anthony Stansfeld is allocating another £4 million towards a new cutting-edge contact management platform (CMP) to enable further "rigorous testing" before it goes live.

While the transition from systems currently in place has started, the CMP is not "performing to the standard expected or required" when put into the existing IT environments.

Due to be operational this year, introduction of the system is now not expected to begin until spring 2019.

Mr Stansfield said the CMP will enable Thames Valley Police to replace more 20 systems in use across the force and work jointly with Hampshire Constabulary to "improve the assessment of emergency and non-emergency calls and provide a better response to those in need".

The platform, developed by Microsoft, will be the first used by UK police forces when it goes live.

A joint statement issued on behalf of Chief Constable Francis Habgood, Thames Valley Police, and Chief Constable Olivia Pinkney, Hampshire Constabulary, explained: "Every day in policing we make risk-based decisions for the protection of the public and our people and our approach to our technology programmes is no different. We have been clear from the start that we will not introduce the system until it has been rigorously tested and is fully operational.

"As a result, we have jointly decided with our respective PCCs that the introduction of the CMP into both Thames Valley Police and Hampshire Constabulary will now begin in spring next year and the PCCs have agreed to financially support this extended period of testing.

"This decision has come as a result of significant discussion and expert assessment.

"We are all keen to reap the benefits of CMP but we cannot compromise the safety of the public, officers and staff by rushing this.

"We remain confident in the reliability of our current systems and processes and the specialist capabilities of our staff and officers to meet the needs of the public we serve."

The statement added: "The work to transition from our current systems has now started, however, when put into our existing IT environments the CMP is not currently performing to the standard we expect or require.

"Based on this, both our technology partner, Microsoft, and our own programme developers have determined that more time is required to ensure that wherever possible, all preventable issues are managed ahead of the system being implemented."

The two chief constables say the opportunities that technology offers to policing now and in the future are "staggering", both in terms of providing a more effective service to the public and helping to better respond to increasing demand and ongoing financial challenges.

"We are only at the beginning of exploiting these opportunities and the CMP is just one example of how we are doing this in Thames Valley Police and Hampshire Constabulary," they added.
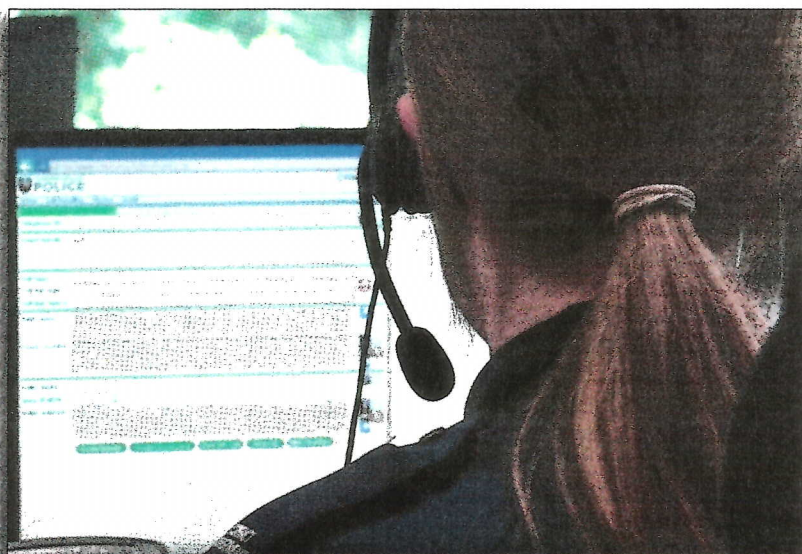
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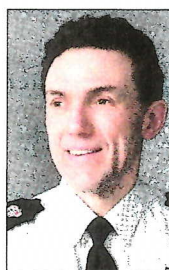
Chief Constable Francis Habgood

Chief Constable Olivia Pinkney

"A foundation for the future, this platform will transform police-public contact by moving our forces from multiple systems to one joint one, providing data at our fingertips to allow a quicker assessment of calls for service and a personalised response to those who need it.

"The CMP has now been developed and we are excited by the outcome and importantly the feedback that our staff have given.

The programme was originally budgeted at around £30 million, with Hampshire contributing almost £14 million, including a Police Innovation Fund bid, towards the new platform, which PCC Michael Lane says will not only "provide a more efficient service for the public, but also for all officers and staff, estimated to save 20 per cent of a police officer's time".

Mr Stansfeld said technology was "advancing at an increased pace" and the resultant improvements have allowed for new opportunities that will assist Thames Valley Police to better meet the needs of its communities and protect them from harm.

"This includes the creation of the new CMP, which will ensure that Thames Valley Police is a modern, digital, police force that continues to future-proof the policing service in the Thames Valley," he added.

"It will also allow the force to improve more systems than originally planned and I believe it will be a great asset to staff and officers in the force as well as to the public.

"However, it is crucial that any new system is thoroughly tested before being put into real-world use, therefore, I am supportive of the rigorous approach Thames Valley Police is taking to the implementation of the CMP.

"To ensure that the quality of service to the public will be protected I have agreed to allocate another £4million to this project to extend the system testing period so that we can have every confidence that the CMP will be implemented successfully.

"Thames Valley Police has a strong history of managing their finances effectively and this careful budgeting means we are able to provide the additional investment to this important, transformational, programme of work."