

REQUEST FOR DMPC DECISION - PCD 148

Title: Improving Public Access and First Contact Strategic Outline Case**Executive Summary:**

The objective of the Improving Public Access and First Contact programme is to change the customer journey making the end to end experience better. The programme aims to put victims, witnesses and the public at the heart of the MPS's programme of transformation, by redesigning the customer experience of accessing policing services, whilst making the best use of digital, and thus meeting the public expectations of what good services should look like.

Recommendation:

The DMPC is asked to

1. Approve funding of £3.486m (£2.991m capital and £495k revenue) to develop the Strategic Outline Business Case for Improving Public Access and First Contact Programme. Specifically:
 - a. To develop the Outline Business Cases (OBCs) to support key element of the Programme (£857k)
 - b. Proof of Concept (PoC) exercise to test key programme assumptions and support the development of the OBCs (£951k)
 - c. The delivery of new services to the public (£1.678m)

Deputy Mayor for Policing And Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature

Sue Wenden

Date

10/3/17

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

Decision required – supporting report

1. Introduction and background

- 1.1. The Public Access Strategy aims to bring the MPS services to the public into the digital age. It highlights the use of both digital and social channels to encourage greater access to the MPS's services by the public. The use of digital media will make services more customer focused and meet their expectations of being able to use digital media.
- 1.2. The proposal aims to put the MPS on a level footing with other organisations that interface with the public. In particular, to provide customer centred services that allow contact through various mediums, which will improve customer satisfaction, victim focus and enable greater effectiveness and efficiency across the MPS.
- 1.3. The Programme is a key enabler for the One Met Model by widening access (especially through improved online and digital channels) to members of the public who may have previously not been able or willing to interact with the MPS and a better user experience for those members of the public who already interact.

2. Issues for consideration

- 2.1. These are discussed in the Part 2.

3. Financial Comments

- 3.1. The capital cost of £2.991m will be funded from the current capital plan. The revenue costs will be funded from the Major Change fund.
- 3.2. The original total investment for the Programme as stated in the Strategic Outline Programme was £20m - £25m. This has now increased to £35m as the scope and budget allocated to the redesign of Front Counters is now part of this Programme.
- 3.3. Further detail is discussed in the Part 2.

4. Legal Comments

- 4.1. There are no legal implications arising from this report.

5. Equality Comments

- 5.1. All existing channels (eg face-to-face, telephone) will remain available to members of the public as well as new digital channels providing additional choice. No one should be disadvantaged by the proposal. Those who use digital channels (internet/social media) will be able to control the interface (screen size/font etc.) subject to which device/platform they are using.

6. Background/supporting papers

- 6.1. None.

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred ? NO

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rational for non-publication.

Is there a **part 2** form – Yes

If yes, for what reason: EXEMPT under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011.

ORIGINATING OFFICER DECLARATION:

Head of Unit: The Head of Strategic Finance and Resource Management has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Head of Strategic Finance and Resource Management has been consulted on this proposal.	✓
Equalities Advice: No Equality and Diversity issues identified.	✓

OFFICER APPROVAL**Chief Executive Officer**

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature

R. Lawrence

Date

10/3/17

Improving Public Access & First Contact Programme – Strategic Outline Business Case

Investment Advisory Board 19th Dec 2016

Report by DAC Mark Simmons on behalf of the Deputy Commissioner

EXECUTIVE SUMMARY

The Programme will redesign how policing interacts with its customers: victims, witnesses and criminals, for the digital age when growing proportions of the public have told us they would prefer to interact online. Our vision is to put victims and other customers at the heart of our transformation, making services available online which are better and easier to use, providing a speedier resolution for our customers over new and existing channels. A decision is required by 19th Dec 2016.

PART 1 - Publishable

A. RECOMMENDATIONS - That

1. Agree to proceed with **Option 1** requiring funding of **£3486k** (£2991k from the Capital Plan and £495k revenue spend from the Major Change Fund).

B. SUPPORTING INFORMATION

Key Points

1. Members of the public currently have a limited choice in how they can interact with and use police services. This Programme will expand the availability and quality of our services to the public by establishing new digital services whilst improving existing channels.
2. Evidence from a recent MPS survey highlights that members of the public (circa 37%) wish to use digital channels when interacting with police services in non-emergency situations. This is primarily for convenience and ease of use when compared to more traditional channels such as a face-to-face visit to a police station, or an appointment made for a visit from an officer. Over the last year, due to limitations in our current systems and processes, only 3% of all crime was reported online. The investments requested for this Programme will help us provide the new, additional digital services the public wants whilst improving the quality of existing channels for those who need it.
3. The new digital services will complement the increase in dedicated ward officers that means the members of the public who do require a face-to-face visit are more likely to meet an officer who knows their neighbourhood and serves their community directly.
4. The investment requested will enable us to deliver new (additional) services to the public during 2017. The services will include the ability to upload digital video and image evidence (initially a proof of concept), a 'Policing App' and an extended range of online digital forms. We will also develop pilot sites introducing our new victim-focused Front Counters.
5. Additionally in 2017, we will explore plans for a Customer Relationship Management tool, My Met, which will allow tracking of crime and other services.
6. The Public Access Programme supports the delivery of a better criminal justice system for all Londoners as set out in the draft Police and Crime Plan (2017 -2021). This briefing has a section setting out the high level ambition for the Public Access strategy which will be enabled by the work set out in the attached SOC.
7. We are also improving telephone-based reporting and investigation processes. These allow us to speak to the victim at their convenience, identify lines of investigation or resolve the

issue in non-emergency situations sooner than if we deployed an officer for an appointment (which can be up to 72 hours after the first contact). Together with the new online services, this presents a significant opportunity to focus police resources on areas of greater risk, including the protection of vulnerable people. An estimate by consultants identified potential savings in police officer time equivalent to £14-24 million per annum.

8. During the OBC stage, the Programme will identify other potential savings from efficiencies achieved through digitising services (online services) and from Contact Centres. Initial evidence also suggests that the introduction of online services such as reporting road traffic incidents or reporting crime will further reduce public visits to police station front-counters. This supports our Estates Strategy which will focus our investment in modern, welcoming police stations offering the most comfortable environment possible for victims of serious crime.
9. The SOC requests £3486k (£2991k capital from the Capital Plan and £495k Revenue spend from the Major Change Fund) to support three inter-dependent parts: Outline Business Cases (OBCs) to support key elements of the Programme (£857k), Proof of Concept (PoC) exercises to test key programme assumptions and support the development of the OBCs (£951k) and the delivery of new services to the public, vital to expediting Programme capabilities key to OMM2020's overall success (£1678k).
10. The total investment required for the Programme (£35.5m) until 2020 represents an increase over the estimate presented in the SOP in March (£20-25m) as the scope and budget already allocated to the redesign and planned refurbishment of our Front Counters (providing modern, efficient, victim-focused Front Counters) is now part of this Programme.

Context and Issues

11. We are redesigning how policing interacts with its customers: victims, witnesses and criminals, for the digital age. Our vision is to put victims and other customers at the heart of our transformation, making services available online that are easier to use and better. This involves:
 - a. Informing citizens how to use our services, protect themselves and prevent crime.
 - b. Reassuring communities; giving a strong commitment to engage every neighbourhood in London with relevant information and advice.
 - c. Empowering victims and other customers; thereby, allowing a choice of how to contact and engage with us, giving the user of service more control.
12. This vision aligns with the priorities set out in the Police and Crime Plan; namely, a high quality service for all and putting victims first by making it easier for victims to contact the MPS and stay in touch with us, supporting Neighbourhood Policing and helping the public help us keep them safe and prevent crime in support of manifesto commitments.
13. During 2016, the Programme has set the foundations: provided a new website, established social media as a contact channel, and introduced digital services (e.g. Road Traffic Incident reporting) as demanded by our customers. These initial steps have accelerated the shift in demand from traditional channels (such as front counters) and informed our work on redesigning the MPS to deliver a more effective response to people's needs..
14. During 2017 we will launch the full website, increasing the range of front counter service available online (57 services to be digitised through 2017/18 including payments) as well as an improved digital crime reporting service. We will also see a significant shift to telephone reporting and remote investigations.
15. Online services available to the public as a consequence of work in 2017 will include:
 - a. Digital video and image evidence public upload to support online forms (e.g. RTC, crime reporting and complaints) viewable and managed by authenticated, bona fide MPS staff

and partners. This will reduce the time to secure this evidence and ensure submissions to police which may not otherwise have happened (due to inconvenience to the public of our current process to retrieve such media).

- b. Redesigning online crime reporting to realise substantial channel shift from 101, and extending the range of crime types that can be reported digitally.
 - c. Extending the range of online forms in a 'digital police station' available to the public, including support for reporting Anti-Social Behaviour (ASB), improving convenience for those needing to access services that would otherwise only be available in a physical front counter.
 - d. Introducing Live Chat to support the completion of online forms driving take-up rate and quality of service, and evaluating the use of Live Chat in other areas of the site.
 - e. Policing App providing services from the website as an app, including crime reporting and local life services with crime prevention based on location, together with capability for key anti-terrorism advice such as run-hide-tell and live alerts.
16. Additionally, work in 2017 will provide support to Neighbourhood Policing by rolling out *Local Life* website content across London, with a separate engagement page for each ward, delivering targeted crime prevention information appropriately.
17. During 2017, we will explore plans for a My Met account enabling victims and service-users to have a single view of their interactions with the MPS and vice versa.
18. Whilst the primary objective of the Programme is to improve the experience of members of the public engaging with the Met, we will also realise savings by:
- a. Moving non-emergency contact online where transaction costs are cheaper.
 - b. Increasing online crime reporting.
 - c. Redesigning Met Prosecutions processes as we digitise Road Traffic Incident (RTI) reporting (extending as other services are digitised).
 - d. Redesigning additional MPS services (e.g. ASB reporting) and realising savings from digitisation
 - e. Redesigning Met CC to accommodate new digital channels and revised procedures.
 - f. Reducing deployment and providing better, faster online/telephone engagement at the initial investigation stage.

Public Access Strategy

19. The strategy completed in June 2015 defined a new offer to the customer, including the use of a mix of digital and social channels to access policing services, contact the Met, and engage with the police during an investigation including the supply of digital images and evidence direct to officers.
20. This is not just an opportunity to offer a more customised and efficient service to the public, it is also now a public expectation. Focus-groups run to develop the Public Access Strategy were clear that they expected the police to begin to offer services such as 'live-chat'. There is also clear evidence that younger demographics do not use phone-calls for communication except in rare circumstances, preferring social media and digital messaging services. The strategy called on the MPS to:

"Make the experience of connecting with police through digital channels as helpful, personal and reassuring as approaching an officer on the street."

21. This ambition recognizes that if the customer's experience of using digital channels is not right, they will not be incentivized to move away from the current telephone and front counter channels. It requires a step-change in our ability to design online services based around the customer's needs.

Mayoral priorities

22. The Programme supports the delivery of a better criminal justice system for Londoners as set out in the Police and Crime Plan. It will assist the MPS to put the needs of victims and service-users first, improving customer satisfaction and access to MPS services. By improving the processes and systems that support those services, we will make savings that minimise the impact of savings on front-line policing.

The Business Case

23. The Programme Strategic Outline Plan (SOP) was approved & authorised by MOPAC on the 18th March 2016. The SOP proposed the key strands of work within the Programme and sought funding for the next stage. Approval included funding of £667,000 for development of this SOC, a Proof of Concept (PoC) exercise for Digital 101 and a PoC for public online self-service (enabling online reporting).
24. The total investment required for the Programme (£35.5m) represents an increase over the estimate presented in the SOP in March (£20-25m) as the scope and budget allocated to the redesign of our Front Counters is now part of this Programme.
25. The SOC is attached, and the Senior Responsible Officer (SRO) is available to present further details to the Deputy Mayor.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact (mandatory)

Inclusion, Diversity and Equality Screening		
a)	<input checked="" type="checkbox"/>	Age
All existing channels (e.g. face-to-face, telephone) will remain available to members of the public as well as new digital channels providing additional choice. Therefore, no one should be at a disadvantage. Those who use digital channels (internet/social media) will be able to control the interface (screen size/font etc.) subject to what device/platform they choose to use.		
b)	<input checked="" type="checkbox"/>	Deaf / Disability
All existing channels (e.g. face-to-face) will remain available to members of the public. However, the ability to report crime over digital channels could be advantageous to the Deaf and those with certain disabilities where reporting over the telephone or face-to-face is more difficult than digital.		
c)	<input checked="" type="checkbox"/>	Gender Reassignment
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		
d)	<input checked="" type="checkbox"/>	Marriage and Civil Partnership (for employment purposes only)
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		
e)	<input checked="" type="checkbox"/>	Pregnancy and Maternity
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		
f)	<input checked="" type="checkbox"/>	Race
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		

Not Protectively Marked

Inclusion, Diversity and Equality Screening

g)	<input checked="" type="checkbox"/>	Religion or Belief
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		
h)	<input checked="" type="checkbox"/>	Sex (gender)
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		
i)	<input checked="" type="checkbox"/>	Sexual Orientation
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		
j)	<input checked="" type="checkbox"/>	Other issues
This programme is likely to be neutral in terms advantage or disadvantage with respect to this category.		

Financial Implications / Value for Money (mandatory)

Detailed sections within the SOC. Reviewed and approved as part of the SOC approval process.

Legal Implications (mandatory)

N/A. No legal implications have been identified at this stage.

Consultation undertaken (mandatory)

The Strategic Design Authority, Finance, Portfolio Transformation Office, Benefits, Strategic Diversity & Inclusion, Digital Policing, Property Services, Information Management and Commercial teams were consulted during the development and approvals of the SOC.

Risk (including Health and Safety) Implications (mandatory)

Risks are documented within the SOC.

Real Estate and Environmental Implications (if relevant to the subject)

Documented within the SOC.

Report author: (Mark Simmons, DAC)

Background papers:

PART 2 – Exempt / Non-Publishable

The SOC is attached. The document is not suitable for publishing and should be considered exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011. The relevant sections under the FOIA that would exempt this information is Commercial Interest Section 43.

