

SCOTTISH POLICE  
AUTHORITY

<b>Meeting</b>	<b>Public SPA Board Meeting</b>
<b>Date and Time</b>	<b>15 December 2016</b>
<b>Location</b>	<b>Assembly Room, Tulliallan, Alloa</b>
<b>Title of Paper</b>	<b>Contact, Command &amp; Control – General Update</b>
<b>Item Number</b>	<b>9.1</b>
<b>Presented By</b>	<b>ACC John Hawkins</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this paper is to provide members with an update in respect of progress within C3 Division, not being delivered under the remit of the C3 Integration and Remodelling Programme (C3IR).

## 1 BACKGROUND

- 1.1 In January 2014, members approved the strategic direction for C3 Division, which included the creation of the Police Scotland Service Centre (PSSC) and 3 regional Area Control Rooms (ACR). Progress in relation to the C3IR Programme is provided at Agenda Items 9.2 and 9.3.
- 1.2 This paper will provide members with an update in relation to the following key areas:
- Aberdeen 101 Call Handling;
  - Notable Incidents; and
  - HMICS Recommendation Progress.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### Aberdeen 101 Call Handling

- 2.1 As members are aware, call handling activity from Aberdeen is scheduled, subject to SPA approval, to transition to the PSSC in March 2017. At present, 999 calls from that region are answered within Aberdeen ACR and 101 calls are answered within Aberdeen Service Centre.
- 2.2 With this date approaching, it has become increasingly challenging to maintain a satisfactory staffing level within the Service Centre to deal with the level of demand. This is a natural consequence of staff being aware of the planned closure.
- 2.3 In order to provide support to the staff within Aberdeen Service Centre, and to ensure continued service delivery, arrangements are being put in place for a similar 'overflow' provision to that which has worked successfully in Dundee, which would see non-emergency calls from Aberdeen Service Centre being answered, on an overflow basis (i.e. in periods of demand spikes) within the PSSC sites (Bilston Glen, Motherwell and Govan).
- 2.4 It is estimated that this would only pertain to a small proportion of the total 101 calls from this area. This has the additional benefit of preparing staff within these sites in advance of full transition and ultimately reduces the risk associated with this change.

- 2.5 There is sufficient capacity within the PSSC sites, following east / west integration to deal with this demand, and this will be closely monitored by the Senior Management Team within C3 Division.
- 2.6 It is anticipated that this will be introduced mid-December, with staff being supported in the same manner as proved successful during the introduction of STORM Unity in Dundee and virtualisation of east / west Service Centres. The need for this has been discussed at recent SPA C3 Governance and Assurance Group meetings.

### **Notable Incidents**

- 2.7 A 'Notable Incidents' process was introduced following a specific recommendation within the HMICS Independent Review, Call Handling – Police Scotland, which stated;

***“Police Scotland should develop an improvement culture where staff are encouraged to report adverse incidents, or ‘near misses’ and introduce processes as soon as possible, where these can be recorded, assessed and any improvement identified and implemented.”***

- 2.8 The Senior Management Team within the Division designed and implemented such a process and have worked hard to ensure that this is reflective of a positive culture, in which staff feel sufficiently empowered and comfortable in order that they may come forward, identifying incidents or circumstances from which there is potential for organisational learning to be gained, to further improve the service we provide the public.
- 2.9 The aim of the process is to understand any underlying reasons for an issue arising (for example this could be a process requiring amendment, or a training need being identified) and to address these, but doing so in the spirit of a modern, progressive and learning organisation.
- 2.10 As a Division, C3 naturally aspires to deliver a service in which no issues arise, however the reality of answering around 3.5 million calls per year, is that this is unlikely. The Senior Management Team within the Division are therefore incredibly grateful for the commitment of their staff to this process since it was introduced and have recently reiterated this to them.

## **HMICS Recommendations**

- 2.11 Her Majesty's Inspectorate of Constabulary for Scotland (HMICS) reported in November 2015 on the state, efficiency and effectiveness of police call handling. This report was provided to the Cabinet Secretary for Justice, at whose direction HMICS undertook this Assurance Review. Subsequent to the publication of the report, Police Scotland and the Scottish Police Authority have both committed to fulfilling the 30 recommendations which were made.
- 2.12 At the request of the Cabinet Secretary for Justice, HMICS has continued to undertake unannounced and planned inspection visits to Contact, Command and Control (C3) operational sites as well as direct engagement with the Division. Over 50 such visits have taken place across Scotland to date.
- 2.13 Police Scotland and C3 Division have, since the recommendations were received, been resolutely committed to delivering the improvements required and successfully implementing each of the recommendations.
- 2.14 Since March 2016, Police Scotland has continued to provide HMICS with evidence of progress against outstanding recommendations. HMICS recently held a formal workshop to review those which were still outstanding. As of this date there are 16 recommendations fully discharged, 12 partially discharged and 2 open. HMICS will be publishing an Update Report on call handling in January 2017.

## **3 FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications associated with this paper.

## **4 PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications associated with this paper.

## **5 LEGAL IMPLICATIONS**

- 5.1 There are no legal implications as a consequence of this paper.

**6 REPUTATIONAL IMPLICATIONS**

6.1 There are no reputational issues associated with this paper.

**7 SOCIAL IMPLICATIONS**

7.1 There are no social implications as a consequence of this paper.

**8 COMMUNITY IMPACT**

8.1 There are no community implications as a consequence of this paper.

**9 EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications as a consequence of this paper.

**10 ENVIRONMENTAL IMPLICATIONS**

10.1 There are no environmental implications as a consequence of this paper.

**RECOMMENDATIONS**

That members note the updates provided.