

**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 – Transition of Business from Dundee Service Centre to Police Scotland Service Centre</b>
<b>Item Number</b>	<b>9.2</b>
<b>Presented By</b>	<b>ACC John Hawkins</b>
<b>Recommendation to Members</b>	<b>For Approval</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this paper is to provide members of the Scottish Police Authority (SPA) with the assurance required, to consider final approval for the transition of calls from the Dundee Service Centre to the Police Scotland Service Centre (as has previously been approved in principle).

## 1 BACKGROUND

- 1.1 In January 2014, members approved the strategic direction for C3 Division. This included the creation of the Police Scotland Service Centre (PSSC) situated at Govan, Motherwell and Bilston Glen. It also included the creation of 3 regional Area Control Rooms (ACR) covering the West (Govan), the East (Bilston Glen) and the North (Dundee).
- 1.2 The PSSC, when fully established, will receive all 999 and 101 calls made in Scotland. Calls will be answered by the first available Service Advisor across the 3 sites which will result in a quicker and more consistent service being provided to the public.
- 1.3 Calls which require a police response will be transferred from the PSSC to the relevant ACR from where the police response will be controlled and managed.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### The Proposed Change

- 2.1 Following the successful introduction of virtualisation within the PSSC in November 2016, calls in the West and East of the country are already answered by the first available operator in Govan, Motherwell or Bilston Glen. This process is working well. It is proposed that the time is now right for Dundee Service Centre to close and for calls from the Dundee area to also be received in the PSSC.
- 2.2 This change is necessary from a service delivery perspective. The Dundee Service Centre currently operates with 6 (FTE) Service Advisors who answer 101 calls only. As a result typically only 2 members of staff are on shift at any one time. This is insufficient to deal with the calls made in the Dundee area every day. This has resulted in high levels of discontinued calls. For example in June 2016 15% of 101 calls in the Dundee area were discontinued and only 64% were answered within the 40 second target.
- 2.3 As a result an interim arrangement has been introduced and those calls not answered immediately have been routed to Govan, Motherwell or Bilston Glen. On a daily basis up to 60% of all calls from the Dundee area are already answered in the PSSC. This has resulted in dramatic performance improvements. For example, in October only 0.9% of 101 calls in the Dundee area were

discontinued. In addition 100% of calls were answered within 40 seconds.

- 2.4 A number of additional benefits will also be achieved by this change. Unlike staff in PSSC sites, staff in Dundee do not have access to the Aspire Customer Relationship Management (CRM) system. This provides access to various important software systems, including call histories, geographical information and force databases and directories. By transferring calls from the Dundee area into the PSSC, staff will be much better equipped to assess vulnerability and risk. They will also be able to respond to each caller's needs to a greater degree than is currently possible.
- 2.5 In addition, under current arrangements 999 calls are answered within the Dundee ACR. Following the transition of all calls to the PSSC, staff within the ACR will no longer be required to answer 999 calls and this will enable them to focus upon managing and co-ordinating the police response to incidents to a much greater degree. This is a key step towards the creation of the ACR North in Dundee, and will bring needed consistency to command and control arrangements.

## **Readiness for Change**

### People

- 2.6 In recent months a workforce planning model has been developed for C3 Division based upon current demand data, average call handling times and staff abstraction data. A recognised call centre resource calculator was used and in turn this model was subject to independent review by Sabio who are recognised experts in this field. This review stated:

***"Sabio are happy to confirm that the Police Scotland model is fit for purpose and that the calculations within will produce a level of staffing that will provide the level of stability required."***

- 2.7 Planning to deliver the required staffing level is at an advanced stage and this will be in place prior to 'go-live'. Consequently there will be sufficient staff capacity to transition all calls from the Dundee Service Centre to the PSSC.

## ICT

- 2.8 Significant improvements have been made in relation to ICT stability in recent months. Key developments include:
- The implementation of the STORM Unity Command and Control system into Dundee.
  - An upgrade to the Integrated Communications Control System (ICCS) system in Dundee.
  - Improvements to the C3 Core Network.
  - The Aspire CRM Data Improvement Project.
  - The Aspire Application and Network Upgrade.
- 2.9 Collectively these improvements have resulted in a quicker and more stable ICT network. There is, as a result, sufficient ICT capability, capacity and stability to transition calls from the Dundee area to the PSSC

## Processes

- 2.10 Over the past year, a range of legacy processes have been successfully harmonised to ensure consistency and interoperability. This exercise was conducted with full engagement with a range of stakeholders and has made the existing virtualisation of calls in the West and East of the country possible. It is therefore assessed that C3 processes are sufficiently stable to allow this change to proceed.

## Quality of Service

- 2.11 As has been highlighted already, in recent months up to 60% of calls from Dundee have been answered in the PSSC. This has resulted in significant improvements in performance in relation to these calls. At the same time performance in the West and East of the country has remained strong. Police Scotland seeks to answer 90% of 999 calls within 10 seconds and 90% of 101 calls within 40 seconds. These targets have been consistently achieved in the West and East since Dundee calls were routed to the PSSC.
- 2.12 In addition although West / East virtualisation has only recently been introduced, early results indicate that projected further improvements in performance have been achieved. Positive results from our Customer Satisfaction Surveys provide further evidence of strong performance within C3 Division. For example, in the first 6 months of

16/17, of those surveyed over 94% were satisfied with the service received.

- 2.13 Given the performance of C3 Division to date, it is assessed that the proposed change can be made without causing a negative impact on call handling arrangements across Scotland.

#### Quality Assurance Framework

- 2.14 Each stage of the C3IR Programme is underpinned by a Quality Assurance Framework (QAF). Proposals for change are not progressed until the Senior Responsible Owner (SRO) is satisfied that each dimension has been signed off by the relevant senior manager. Subject to Board approval to proceed, the SRO will hold a further Programme Board to specifically review the QAF in the week prior to 'go-live'.

#### Tayside ('D') Division Stakeholder Engagement

- 2.15 The Divisional Commander and Local Area Commanders for D Division, have engaged with local elected members and other key stakeholders, to ensure they are fully aware of the proposed forthcoming changes within C3 Division and what this means for the D Division area. A number of elected members have taken the opportunity to visit C3 Division in order to obtain a greater understanding of call handling arrangements. It has undoubtedly been reassuring to local elected members that ACR North, from where all police incidents in the region will be co-ordinated and controlled, will be located in Dundee.

### **Implementing the Change**

#### Staff Engagement / Readiness

- 2.16. A concerted effort has been made to ensure that staff are ready for the proposed change. Detailed guidance packs have been prepared and distributed to all staff members. These packs have been created by staff members with local knowledge and expertise, in collaboration with the Training Department and they have been delivered to all staff by Service Centre Training Champions.
- 2.17 Drawing on the success of previous stages of the C3IR programme, 'floorwalkers' will be in place during transition to further support our staff.

2.18 Our staff in the PSSC will also all have access to the Scottish Police Gazetteer. This is an electronic location based system which is uploaded by Police Scotland from each local authority area. It provides comprehensive details of house numbers, house names, streets and roads, including local 'known as' names and alias names. This includes details of all landmarks in each area including schools, hospitals, mountain ranges and arterial routes. The Gazetteer also provides Service Advisors with a mapping system which allows them to visually locate and understand the address/area where the caller requires police to attend. This is particularly helpful when a caller does not know exactly where they are, but can provide a general description of their location.

#### Command

2.19 As members would expect, a command structure will be in place during 'go live' to ensure suitable oversight. This will be led by the Divisional Commander, who will undertake the role of Gold Commander.

#### Go Live

2.20 Should approval be received from Board members to implement this change, the Programme Team, working in conjunction with C3 Division Senior Management Team, have identified that Tuesday 10<sup>th</sup> January 2017 is an appropriate date to proceed. Whilst it would be possible to make the change at an earlier date, there is an ICT 'change freeze' over the festive period and it is therefore prudent to wait until early January.

### **3 FINANCIAL IMPLICATIONS**

3.1 The only financial implications specifically associated with the decision required in this paper, are those which relate to the VR/ER of staff in Dundee.

3.2 The broader cost of change associated with this Programme and the impact this has on Police Scotland, has previously been reported and is being closely monitored at Force Executive level.

### **4 PERSONNEL IMPLICATIONS**

4.1 There are personnel implications associated with this paper, relating to staff members in Dundee who are awaiting details of when they may receive their VR/ER offers.

- 4.2 Subject to approval to proceed being given, it is our intention to offer notice to these staff members tomorrow (16 December 2016).

## **5 LEGAL IMPLICATIONS**

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

## **6 REPUTATIONAL IMPLICATIONS**

- 6.1 There is considerable focus upon this programme and any failure to safely and successfully deliver this change will, undoubtedly, have an adverse reputational impact.

## **7 SOCIAL IMPLICATIONS**

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

## **8 COMMUNITY IMPACT**

- 8.1 The C3IR Programme is focussed upon delivering improved Contact, Command and Services (the benefits of which have previously been articulated) and the transition of call handling business from Dundee is a key component in this.

## **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 approve the proposed transition of calls from Dundee Service Centre to the Police Scotland Service Centre.