

<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>C3IR Programme Timeline</b>
<b>Item Number</b>	<b>9.3</b>
<b>Presented By</b>	<b>ACC John Hawkins</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached</b>	<b>Yes</b>

**PURPOSE**

The purpose of this paper is to provide members with an update on the C3IR Programme Indicative Timeline.

## 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).
- 1.2 The PSSC, when fully established, is where all 999 and 101 calls made in Scotland, will be answered. Rather than calls being answered at a location predetermined by geography, they will be answered by the first available Service Advisor, ensuring that the public will receive a prompter and more consistent service. The PSSC will comprise three existing service centres, namely: Govan, Bilston Glen and Motherwell.
- 1.3 The Area Control Rooms, are where every incident requiring a police response will be managed and controlled.
- 1.4 This paper will provide members with an update in relation to the C3IR Programme Timeline.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### C3IR Programme Progress

- 2.1 At the August 2016 Board meeting, members approved a revised indicative timeline for the delivery of key milestones (Appendix A provides full information). The first three milestones;
  - The successful implementation of the Aspire upgrade, to bring increased ICT ability (September 2016);
  - Confirmation of the 'end state' staff numbers, following independent assurance by consultants (September 2016); and
  - The integration of our 3 PSSC sites (Bilston Glen, Motherwell and Govan) so that calls are answered by the first available Service Advisor (November 2016);

have been successfully delivered in keeping with the indicative timeline.

These are all key enablers in the creation of the PSSC.

- 2.2 The last of these milestones, the integration of our 3 PSSC sites, has taken place since the last Board meeting (27<sup>th</sup> October 2016). This means that calls in both the west and east of the country are

now being answered by the first available Service Advisor at our sites in Bilston Glen, Motherwell and Govan. Considerable preparations were made in advance of this change, to ensure that staff were suitably prepared and supported and that where risk existed, it was minimised. These preparations included the following:

- A number of drop in sessions and focus groups were held in order to ensure that all staff were fully aware of the changes in process and procedures and to provide them with the opportunity to ask questions and discuss any apprehensions / misconceptions they might have held.
- Staff were provided with direct access to Service Centre Senior Management, to give them the means to highlight any procedural differences which needed to be addressed.
- A workshop was held on 11<sup>th</sup> November 2016, by the C3IR Programme Team and Service Centre Senior Management, in order to sense check staff readiness for change, with HMICS being an invited attendee. This was an excellent session, which provided staff with a further opportunity to provide suggestions in relation to communication, management style and cultural and process harmonisation. Importantly, the staff present affirmed their readiness for change.
- Detailed guidance packs were prepared and distributed to staff. These packs contain a wealth of information relative to the geographical areas. The packs were created by staff members with local knowledge and expertise, in collaboration with the Training Department and have been trained out to all staff by the Service Centre Training Champions. Time was provided (around an hour) away from calls and within the training academy environment, to allow for questions to be asked and clarification provided. Each staff member was provided with one of these packs and an electronic version is also available for them to access at any time.
- Service Centre Training Champions have been introduced. This was initially to facilitate the additional training of new recruits within the Training Academy, however, they now facilitate a number of training courses within the service centre environment, providing the ability to undertake training at any time without the reliance on specialist

departments or teams. These Training Champions are all experienced and knowledgeable Service Advisors with one attached to each team across East and West. They have each attended a Training for Trainers course and are fully qualified to fulfil this part time role whilst undertaking their role as a Service Advisor. There are 28 Training Champions attached to the Service Centre.

- Experienced floorwalkers were in place at each site, in order to ensure staff were supported by others who were more familiar with the areas from which they were now receiving calls.
- 2.3 Go-live took place on Wednesday 23<sup>rd</sup> November 2016 and passed without issue. Staff feedback has been incredibly positive and performance since has been excellent.
- 2.4 The next milestone on the indicative timeline pertains to the transition of business from Dundee Service Centre to the PSSC. It is recognised that this is a significant structural change and as such a separate paper has been provided, which seeks to provide members with sufficient assurance, in order that Police Scotland can now proceed and implement this change.
- 2.5 Planning continues for the remaining stages of the C3IR Programme, specifically the transition of business from Aberdeen ACR and Service Centre and Inverness ACR and Service Centre, with these being assessed as being on-track.

### **C3IR Programme Benefits**

- 2.6 The benefits associated with this programme of change have been regularly articulated to members, however it is worth reiterating these, and as such they are shown below:

- 1. The ability to command incidents and manage resources across previous legacy boundaries.** Operationally, without remodelling our C3 arrangements, police commanders would remain unable in some areas to command incidents that cross legacy boundaries, without significant challenge. In addition, our legacy control rooms would only be able to task the officers working in their immediate area to attend incidents. The changes that we are introducing resolve these issues and will mean that, for the

first time, our commanders will be able to lead the response to incidents from a single location, with visibility of both the incident wherever it develops and the full range of resources available for deployment, including specialist resources such as road policing or firearms units.

**2. Improved Service Delivery to the Public.** The provision of national systems and processes will enable us to deliver a consistent and effective response to communities across Scotland. By linking our Service Centres in real time, we will improve the call handling response that the public receives.

**3. Increased Resilience.** We are significantly enhancing our ability to deal with periods of peak call demand, and to deal with any scenario temporarily affecting the functionality of one of our sites.

**4. Equal Access to Information Systems and Improved Risk Assessment.** In certain areas of the country, our Service Centres did not have systems which provided the member of staff taking the call with all of the key information available in relation to the person making that call. Our call handlers, right across Scotland, need to be immediately aware if a caller is vulnerable or has previously been the victim of criminality, as this will affect the assessment of the risk associated with the call. Remodelling our C3 arrangements addresses this, which will in turn enable us to appropriately prioritise our response consistently across the country.

2.7 The C3 arrangements that we will deliver through the C3IR programme will ensure that we have the capacity and capability to provide effective and efficient services to local communities across Scotland.

### **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 is considerable focus upon C3 Division and this programme of change, 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 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 update provided.

C3IR Programme Timeline

