

Meeting	SPA Board Meeting
Date	24 February 2017
Location	Stirling Court Hotel, Stirling
Title of Paper	Contact, Command & Control – Progress Update
Item Number	11
Presented By	ACC John Hawkins
Recommendation to Members	For Noting
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide members with an update in respect of progress 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). The Police Scotland Service Centre will be based in Govan, Bilston Glen and Motherwell (reducing from 10 legacy service centres), and the 3 Area Control Rooms (reducing from 10 legacy control rooms), will be based in Govan, Bilston Glen and Dundee.
- 1.2 This paper will provide members with an update in relation to the following key areas:
- Transition of Call Handling Business from Dundee;
 - Preparations for Aberdeen Transition;
 - Gateway Review; and
 - HMICS Review Update Report.

2 FURTHER DETAIL ON THE REPORT TOPIC

Transition of Call Handling Business from Dundee

- 2.1 SPA provided approval for the transfer of calls from Dundee Service Centre to Police Scotland Service Centre in December 2016. The transfer of calls were successfully implemented on 10th January 2017. This followed a considerable period of planning and joint working.
- 2.2 Performance since call handling transitioned from Dundee has been excellent with Grade of Service at 99% for 101 calls and 98% for 999 calls. Less than 1% of calls received have been discontinued.
- 2.3 Staff were fully supported in advance of the change, with workshops and engagement sessions held. Further to this, detailed guidance packs were provided to staff and experienced floorwalkers were on hand throughout the period of change, to provide support as required.
- 2.4 A debrief has since been held to ensure that learning has been captured and that this be taken forward to the remaining stages of the programme.

Aberdeen

- 2.5 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.

Overflow

- 2.6 As we advised at the previous Board, 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.
- 2.7 In order to provide support to the staff within Aberdeen Service Centre, and to ensure continued service delivery, arrangements have been put in place for a similar 'overflow' provision to that which worked successfully in Dundee. This has seen 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).
- 2.8 As of 13th December 2016, all calls not answered in Aberdeen within 60 seconds automatically route to the PSSC. In the week prior to implementation of the 'overflow' provision, Grade of Service was 85%. The provision of the overflow naturally increases capacity within Aberdeen Service Centre and so, following implementation, Grade of Service has increased to 97%. In the next few weeks, the time limit will be reduced from 60 seconds to 40 seconds and this should result in a further improvement in Grade of Service. At present, the number of 'overflow' calls from Aberdeen answered within the PSSC sites equates to around 5.4%.
- 2.9 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.

Processes

- 2.10 Planning and assurance activities in advance of the transition of call handling activity from Aberdeen are at an advanced stage and the Senior Responsible Owner anticipates being ready to seek approval at the SPA Board in March, to implement the change.
- 2.11 Detailed recruitment and training plans are on track to ensure the right number of suitably trained staff, as independently validated by Sabio, are in place in advance of the request to close.
- 2.12 The programme team has been working closely with both A Division and C3 Division to identify the processes that will require to be migrated from both the Area Control Room and Service Centre in Aberdeen.
- 2.13 Process maps for each are being completed within C3 Division and A Division Senior Managers being responsible for jointly approving, to ensure absolute clarity and agreement. Each process change will be rigorously tested to allow any training or communication to be delivered in advance of the change.

Gateway Review

- 2.14 As part of the planned independent assurance for the C3IR Programme, a Scottish Government, Gateway Review was conducted between 24th and 26th January.
- 2.15 The review focussed on 'readiness for service', specifically investigating the organisation's readiness to transition call handling and incident management business from Aberdeen ACR and Service Centre to ACR North and the Police Scotland Service Centre.
- 2.16 The report is overwhelmingly positive, with the readiness to proceed being categorised as GREEN which means:

“Successful delivery of the project / programme to time, cost and quality appears highly likely and there are no major outstanding issues that at this stage appear to threaten delivery significantly.”

- 2.17 Further to this, it is of note that the team only commented positively on the C3IR Programme, with the key recommendation made being reflective of this:

“The knowledge and experience gained through the C3IR project should be used to develop project management capability within Police Scotland.”

- 2.18 Readiness to proceed in relation to Aberdeen was discussed in detail at the SPA C3 Governance and Assurance group on Thursday 16th February 2017.

HMICS Update Report

- 2.19 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.
- 2.20 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.
- 2.21 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.
- 2.22 Since March 2016, Police Scotland has continued to provide HMICS with evidence of progress against outstanding recommendations. As of this date there are 16 recommendations fully discharged, 12 partially discharged and 2 open.
- 2.23 HMICS has now published an Update Report on call handling. The purpose of this report is to provide an update on the progress of Police Scotland and the Scottish Police Authority in response to the HMICS Independent Assurance Review of Police Scotland’s Call Handling published in 2015.

- 2.24 This report records in its key findings that of the 30 recommendations made in the final Assurance Review Report, 16 are now fully discharged, 12 are partially discharged and only two remain open. The report also accepts that considerable progress has been made and highlights that C3 Division has delivered a number of key milestones including implementation of a virtualised Police Scotland Service Centre (PSSC), upgrade of key ICT systems and transfer of call handling from Dundee. It was also noted that we are on track for completion of Aberdeen and Inverness.
- 2.25 Of particular relevance, when considering programme progress, HMICS has listed the following improvements:
- Governance and programme management have improved significantly, with the required level of change management and quality assurance processes now in place to support the next major steps of the Contact, Command and Control Integration and Remodelling (C3IR) change programme.
 - ICT systems are now stabilised, with improvements in network infrastructure and the implementation of new technologies. These include a single command and control system and enhanced customer relationship management (CRM) system. Business Continuity planning also remains strong.
 - A validated workforce planning model is in place to accurately inform staffing levels to meet demand. This includes a staffing model to support the remaining C3IR change programme along with a consistent national approach to training of new staff.

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.