SCOTTISH POLICE
**AUTHORITY**

| Meeting | Public SPA Board Meeting |
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| Date | 22 March 2017 |
| Location | Stirling Court Hotel |
| Title of Paper | Report from SPA C3 Governance and Assurance Group |
| Item Number | 9.3 |
| Presented By | Nicola Marchant, SPA Board Member |
| Recommendation to Members | For Noting |
| Appendix Attached: | No |

**PURPOSE**

The purpose of this paper is to provide an update on recent business assurance, in relation to Police Scotland's readiness to proceed with the transition of business from Aberdeen Service Centre and Aberdeen Area Control Room (ACR) to Police Scotland Service Centre (PSSC) and ACR North (Dundee) respectively. This information was provided to the SPA C3 Governance and Assurance Group on 28 February 2017.

## 1. Background

This document provides SPA Board Members with an assurance assessment of the evidence presented to the SPA C3 Governance and Assurance Group[1] on 28 February 2017 on Police Scotland's readiness to proceed with the proposed change. SPA's assurance focus reflects that of the C3IR programme – governance, people, process and technology.

## 2. Executive Summary – Overall Assurance Assessment

Evidence was presented to the Group by Police Scotland that collectively provides a satisfactory level of assurance that C3 Division can undertake the planned transition of business and can sustain this change without detriment to business-as-usual call handling delivery. Evidence has been provided of current stability in relation to people, processes, technology and quality of service, as well as further planned assurance activities during early March that will be subsequently confirmed through Police Scotland internal governance procedures, prior to the SPA Board.

This evidence and planned assurance activity was considered by the Group, with appropriate challenge and reference to the substantial levels of detailed information provided for members, and will be contained within the relevant Police Scotland paper to the Board. In addition, HMICS provided briefing to the Group on 28 February on their regular independent assurance programme across all C3 sites, along with their commitment to validate imminent planned assurance activity by Police Scotland to enable SPA Board members to give approval to proceed.

## 3. Rationale for Proposed Change

This structural change is the next milestone in the strategic direction for C3 Division approved by members in January 2014. The benefits of the programme are; a national capability to command incidents and manage resources; improved service delivery, risk assessment; increased resilience; standardisation of process with equal access to systems.
At the August 2016 Board, members approved a revised indicative timeline for the delivery of key milestones. This change is able to physically take place now that 3 of those milestones relating to ICT stability, independent assurance on end-state staff numbers and integration of all 3 PSSC sites have been completed. Costs of the

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[1] An advisory forum to the SPA Board, providing a holistic approach to governance and assurance of both C3 service delivery (business as usual) and C3 Integration and Remodelling Project (C3IR). This will enable the SPA Board to receive assurance that there are strategic "lines of sight" across all areas of C3IR prior to any decisions to be taken by the Board. (Terms of Reference).

transition are included within the overall cost of change associated with the Programme and are being closely monitored at Force Executive level.

## 4. Assurance Evidence - Governance

a. Police Scotland will subject this change proposal to internal and external project management scrutiny, quality assurance and governance before presenting to the SPA Board – by the Senior Responsible Officer (SRO) at the Programme Board on 3rd March, and the Chief Constable's Operational Review Meeting on 6th March.

b. An external Scottish Government Gateway Review was conducted between 24th and 26th January 2017, focusing on readiness to transition, with an overwhelmingly positive recommendation, categorised Green[2]. A key recommendation was as follows; "The knowledge and experience gained through the C3IR project should be used to develop project management capability within Police Scotland".

c. If approval to proceed is given, the SRO will review all stages of certificated sign-off authorised through the Programme Quality Assurance Framework at a Programme Board on 24th March prior to "go-live". A second Chief Constable Review Meeting will be held on 27th March to review readiness and consider approving endorsements to "go-live".

## 5. Assurance Evidence - People

a. Police Scotland reviewed the workforce planning model for Service Centres and Area Control Rooms to ensure accurate staffing levels to manage the change. Live call data was used in calculations and this demand analysis approach was independently reviewed and validated by external consultants (Sabio) in November 2016. The model was re-run in February 2017, to assess the existing calculations and test the stability of the model in the context of 3 months post-virtualisation and 1 month since the Dundee transition in January. Average Call Handling times were found to be the same as at the time of Dundee Service Centre closure.

b. There is evidence of effective people management to support the stability of the Division to sustain the change in terms of its people. There is ongoing engagement with staff affected in Aberdeen in relation to offers of Voluntary Redundancy and Early Retirement as a

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[2] "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".

result of the proposed change, with a plan to communicate offers as soon as practicable once approval to proceed is granted. There is acknowledgement that coordination of this plan will be more challenging, given the increased numbers affected by the proposal.

c. As with previous changes staff will be supported by a tried and tested approach; namely; Provision of guidance packs and a revised A-Z and gazetteer; Staff workshops on 15th March; Floorwalkers in place for an extended period during and post change. In addition, calls from A Division are currently being dealt with by PSSC.

d. There is evidence of ongoing engagement by senior officers with key stakeholders including local elected members. Current information held by Police Scotland is that local scrutiny committee contacts are content to hear feedback once the change occurs.

## 6. Assurance Evidence - Process

a. Planning and assurance activities are at an advanced stage and the programme team has been working closely with A and C3 Divisions to identify 49 processes to be migrated. These have been signed-off prior to the SPA Board. Each process has been mapped, tested and approved by A and C3 Division senior managers to ensure absolute clarity and agreement. Examples of process documentation were provided to C3 Governance and Assurance Group members on 28th February.

b. An example was provided to demonstrate readiness for change in the case of a missing person, with detail provided on actions to be taken by PSSC to create an incident and transfer to ACR, describing ACR liaison with Divisional officers and facilitation of specialist resources. Detail was also provided on the action at Divisional level to apply the relevant standard operating procedures and transfer the information to the appropriate WebSTORM system.

c. Detailed evidence was provided on emergency and contingency planning to ensure business resilience, with particular reference to core A Division priorities. Joint working between A and C3 Division, the Emergency Planning and the Programme team has taken place to ensure suitable preparations have been made, ensuring a smooth transition. Assurance was provided on current Action Plans to ensure staff within ACR North are ready to "go live".

d. The plans provide guidance on initial response in relation to such incidents and have been reviewed and transferred from the existing

command and control system in Aberdeen to STORM Unity in Dundee. The Emergency Resilience Partnership Forum, chaired by ACC Cowie will meet on 10th March to provide an update on preparations for the change. A table top exercise will be held on 14th March to exercise various scenarios, testing the response and actions of ACR staff, Emergency Advisors and interaction with local policing. As mentioned above, HMICS will provide validation to members on these assurance activities.

## 7. Assurance Evidence - Technology

a. Key ICT improvements to increase system stability have been implemented; STORM Unity and related software and hardware upgrades in Dundee; An upgrade to the ICCS (Airwave) system in Dundee; Upgrades to the C3 Core Network; and an improvement project to upgrade CRM capability and functionality to a shared national level. An extensive suite of testing has been undertaken. These improvements have impacted positively on previous ICT performance relating to faults and service availability.

b. In addition to the broader ICT improvement activity that makes the proposed change physically possible, there will be an additional assurance layer through the commissioning of Cambridgeshire Constabulary ICT to provide external validation of the ICT testing carried out by Police Scotland prior to the transition.

c. Evidence was provided on system support available to Service Advisors to ensure local and geographical knowledge is not reduced – through the Customer Relationship Management system, Scottish Gazetteer with its mapping system, Google and Google maps.

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**RECOMMENDATIONS**
Members are invited to note the contents of the update provided.

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