

**SCOTTISH POLICE  
AUTHORITY**

<b>Meeting</b>	<b>Public SPA Board Meeting</b>
<b>Date and Time</b>	<b>7 June 2017</b>
<b>Location</b>	<b>Crowne Plaza, Glasgow</b>
<b>Title of Paper</b>	<b>Police Scotland Command and Control Progress Update</b>
<b>Item Number</b>	<b>8</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 of the Scottish Police Authority (SPA) with an update in respect 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 is based in Govan, Bilston Glen and Motherwell, and the 3 Area Control Rooms (reducing from 10 legacy control rooms), are based in Govan, Bilston Glen and Dundee.
- 1.2 Members will recall approving a revised indicative timeline for the Programme, at the SPA Board meeting in August 2016. There were a number of key milestones contained within that timeline, including:
- Delivering an approved and independently validated staffing model for C3 Division.
  - Implementation of the Aspire ICT Upgrade.
  - Virtualisation of our East and West Service Centres to create the PSSC.
  - Transfer of business from Dundee Service Centre to the PSSC.
  - Transfer of business from Aberdeen Service Centre and ACR to the PSSC and ACR North.
- 1.3 Each of these milestones has been safely delivered in keeping with the timeline, which is testament to the planning, commitment and teamwork of all involved.
- 1.4 This paper will provide members with an update in relation to the transition of business from Aberdeen, which has taken place since the last meeting of the Board and on the remaining stages of the Programme; specifically the transfer of business from Inverness and the creation of the NDEU.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### **Transition of Call Handling Business from Aberdeen**

- 2.1 Following approval being granted by members at the SPA Board meeting on 22<sup>nd</sup> March 2017, business from Aberdeen ACR and SC was successfully transitioned on 28<sup>th</sup> March 2017.
- 2.2 This was a detailed and carefully choreographed business change which went smoothly on the day. More importantly, both the PSSC and ACR North are performing well, having successfully adapted to this increase in business from a new geographical location. This

positive approach to change has also been observed in A Division, where officers and staff have responded well to the new arrangements.

- 2.3 Members will recall from previous briefings that staff were fully supported in advance of the change, with detailed guidance packs and training sessions being provided in advance of the change, and experienced floorwalkers being on hand throughout the period of change, to provide support as required. Further to this, staff workshops were held, to ensure staff readiness and to provide an opportunity for staff input.

### **Post Going Live**

- 2.4 The Programme Team recognises however, that 'going-live' does not signify the end of its responsibilities, and as such continues to work with both C3 and A Divisions to identify and address any issues which arise.
- 2.5 Regular post go-live meetings continue to be held, with any emerging issues, being addressed quickly. Further to this, as Senior Responsible Owner (SRO), I have commissioned a body of post go-live assurance activity, to ensure that this change is completed to as high a standard as is possible and to capture any learning so that this can be factored into the remaining stages of the Programme. This assurance activity includes:
- A series of staff workshops are being held in A Division, ACR North and PSSC, to ensure that our staff impacted by the changes have an opportunity to provide their opinions on the change, both in terms of delivery and day-to-day working. Further to this, staff will be provided with an opportunity to provide written feedback should they wish.
  - The C3 Divisional Commander is conducting staff sessions with each of his teams in ACR North.
  - HMICS have been invited to conduct post 'go-live' independent assurance.
  - A lessons learned debrief is being held for those involved in delivering the change.
  - On 4<sup>th</sup> May 2017, a briefing / engagement session is being held with the staff associations and unions.

## **Aberdeen Staff**

- 2.6 Whilst pleasing to report on the successful transition of business from Aberdeen, it is important to recognise the contribution made by the staff and officers who have worked in both the Control Room and Service Centre there, and the excellent service they have provided the communities of North East Division, both when serving in Grampian Police and more recently in Police Scotland. This was a necessary structural change, and a key stage in transforming Contact, Command and Control services in Police Scotland, but is one which we recognise has had a significant impact on our staff in Aberdeen, many of whom are now moving on to new ventures. Their commitment and professionalism to serving the North East is recognised and appreciated.
- 2.7 In keeping with the recognised procedures, Police Staff in Aberdeen ACR and Service Centre received their VR/VER offers on 23<sup>rd</sup> March 2017. Of the 75 offers made, 67 members of staff accepted and will leave the organisation in the coming weeks and months. 8 members of staff rejected the offer and are now within the supernumerary process, with 4 other members of staff who had provided early indication of their intention to remain within the organisation (and who therefore did not receive a VR/VER offer) having also entered the supernumerary pool, taking the total number to 12. All staff, whether working VR/VER notice or within the supernumerary process, have been allocated with suitable, meaningful project work to undertake.

## **Inverness**

- 2.8 The next key stage of the Programme, is the transition of business from Inverness ACR and Service Centre to ACR North and the PSSC. Following the Aberdeen transition, the focus of the Programme Team, working closely with C3 and N Division, is now upon this final structural change.
- 2.9 Applying the knowledge and experience gained from the recent closures in Dundee and Aberdeen, as SRO, I now expect to seek approval to proceed with this change at the SPA Board Meeting on 24<sup>th</sup> August 2017. This date reflects:
- The significance of the Aberdeen transition, and the post transition support and assurance activities that have been built in to our programme planning. It is vital that our staff

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within ACR North and the PSSC are given sufficient time to consolidate following Aberdeen, prior to going live with a further significant structural change.

- The need to appropriately review ACR North and PSSC performance, post Aberdeen and to ensure that all learning is taken forward into Inverness planning.
- The time required to ensure that all necessary process, people and ICT issues have been addressed, and importantly, quality assured.
- The independent assurance and governance associated with the Programme.
- Staff feedback re the benefits of introducing significant structural change out-with school holiday periods.

2.10 This timeline was discussed at length during the SPA C3 Governance & Assurance Group meetings on 4<sup>th</sup> April and 2<sup>nd</sup> May 2017, with members and attendees being supportive and all highlighting the importance of ensuring that Aberdeen transition has 'bedded in', prior to further change.

2.11 As such, planning is now focussed upon asking members for approval to transition business from Inverness ACR and SC to ACR North and PSSC at the public SPA Board meeting on 24<sup>th</sup> August 2017. This will mean that significant structural change within C3 Division will have been successfully delivered in a 12 month period, following our appearance at the Board in August 2016.

### **National Database Enquiry Unit**

2.12 The National Database Enquiry Unit (NDEU) will provide a national service supporting operational policing and Area Control Rooms and will bring to an end the disparate manner in which database enquiries are delivered across Scotland.

2.13 Creation of the NDEU will support operational policing and ACRs across the service by removing this business demand at peak periods, allowing them to focus on the command and control of incidents requiring a police response, reducing radio traffic and provide Local Policing Officers with a consistent service.

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2.14 Database checks place significant demand upon C3 Division. It is estimated that at present there are between 1600 – 2200 such enquiries per day, and it is important to note that the approved staffing model for ACRs, is predicated on the existence of the NDEU to deal with this demand.

2.15 In the Strategic Direction document, which members approved in 2014, it was stated that the NDEU would be based in Inverness. Options have been considered and discussed at the SPA C3 Governance and Assurance Group on 2<sup>nd</sup> May 2017, taking into account current and future demands, including the impact of the planned role out of the Emergency Services Network. Consequently a detailed paper will be presented at the next meeting of the board.

### **3 FINANCIAL IMPLICATIONS**

3.1 The only financial implication associated with this paper is the retention of the Programme Team to complete the Inverness transition.

### **4 PERSONNEL IMPLICATIONS**

4.1 There are no personnel implications of 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 within this paper.