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**SCOTTISH POLICE
AUTHORITY**

Meeting	Public SPA Board Meeting
Date and Time	24th August 2017
Location	Stirling Court Hotel, Stirling
Title of Paper	Police Scotland Contact, Command & Control Update
Item Number	13
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 the C3 Integration and Remodelling Programme (C3IR).

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Public SPA Board Meeting
Police Scotland Contact Command & Control Progress Report
24 August 2017

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 PSSC 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 Since the Board approved a revised indicative timeline in August 2016, the following key structural changes have been successfully delivered;
- Integration of our 3 PSSC sites (Bilston Glen, Motherwell and Govan) so that calls are answered by the first available Service Advisor (November 2016);
 - Instigation of a North Overview within Dundee ACR (December 2016);
 - Transition of call handling from Dundee to PSSC (January 2017); and
 - Transition of call handling from Aberdeen Service Centre & ACR to PSSC & ACR North (March 2017).
- 1.3 Members will recall the detailed governance, scrutiny and assurance activity which has been applied to each of these stages, and has been instrumental in assisting safe and successful delivery.
- 1.4 A similar approach will be applied to the remaining key deliverables in the programme, specifically the transition of business from Inverness ACR and Service Centre to ACR North and the PSSC, and the creation of the National Database Enquiry Unit (NDEU). This will be demonstrated when seeking approval to transition business from Inverness which we presently plan to do at the SPA Board on 28th September 2017.
- 1.5 This paper will provide members with an update in relation to progress on:
- Post Aberdeen Assurance;
 - Inverness Transition;
 - National Database Enquiry Unit; and
 - HMICS Recommendations.
- 1.6 A separate paper in relation to the creation of the NDEU will be presented at the SPA Board meeting on September 28th 2017.

2. FURTHER DETAIL ON THE REPORT TOPIC

Post Aberdeen Assurance

- 2.1 An extensive debrief process has been conducted post Aberdeen transition, with a number of workshops being held with staff from ACR North, the PSSC, A Division, and the Programme Team and a meeting held with the staff associations and unions. This process identified many areas of good practice (Quality Assurance Framework, Floorwalking Process & Guidance Documents all being examples of this) and other areas of learning, including enhanced early communications for staff. All have been incorporated into Inverness planning.
- 2.2 In addition, HMICS was invited to conduct post 'go-live' independent assurance interviewing key members of staff and reviewing calls received from the A Division area answered within the PSSC, and reported that;
- “the change was delivered in a well planned, well managed and safe manner.”**
- 2.3 Again, learning from the process has been captured and incorporated into Inverness planning and, as will be discussed later in this report, HMICS will carry out further assurance activities in advance of any decision by the SRO to seek approval to proceed with transition of business from Inverness.

Inverness Transition

- 2.4 The final 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.
- 2.5 The SPA C3 Governance & Assurance Group, established in March 2016, continues to receive regular updates from the Programme Team reviewing all programme progress, key deliverables and associated milestones for completion.

People

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- 2.6 Members will recall that 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 has been used to inform end state staffing levels and recruitment activity is ongoing, with numbers now approaching the required end-state level. We have again commissioned Sabio to conduct a refresh of the model post Aberdeen transition to ensure that our planning remains valid.

Processes

- 2.7 Utilising the methodology adopted for the transition of Aberdeen services and following full engagement with a range of stakeholders, 70 processes have now been identified. This will ensure that these legacy processes will be successfully harmonised to ensure future consistency and interoperability. Considerable work has been undertaken in relation to each of the processes identified, with Local Commanders and the programme team working together to ensure these are on track to be successfully delivered.

Quality Assurance Framework

- 2.8 Members will recall the positive comments attributed to the Quality Assurance Framework in previous stages of the programme. This approach has been replicated for Inverness. This framework includes internal assurance, with senior officers and staff responsible for confirming they are satisfied it is safe to proceed, and independent external assurance. This independent assurance is fundamental to providing the SRO with confidence in relation to key programme strands, and includes:

- Scottish Government Gateway Review
- HMICS
- Sabio Review of Workforce Model
- Review of ICT Test Plan

- 2.9 As detailed above, one of the key pieces of independent assurance for the C3IR Programme, was the Scottish Government, Gateway Review. This was conducted between 4th and 5th July and focussed on 'readiness for service', specifically investigating the organisation's readiness to transition call handling and incident management business from Inverness ACR and Service Centre to ACR North and the Police Scotland Service Centre.

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2.10 The Gateway Review was overwhelmingly positive with the readiness to proceed being categorised as GREEN. This 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.”

2.11 This provides significant assurance to the SRO, in relation to the planning and preparation for delivery of this stage.

2.12 In addition, HMICS is undertaking a complementary suite of assurance activity. The results of these key assurance activities will be presented to members to consider in advance of any request to proceed.

2.13 It is now our intention to bring papers in relation to the closure of Inverness ACR & Service Centre and the creation of the NDEU to the September SPA Board, which is being held in Inverness. This will afford the programme team sufficient time to undertake the assurance activity outlined in section 2.9 above, so that this is complete in advance of members making a decision on this important matter.

National Database Enquiry Unit

2.14 Planning continues apace in relation to the creation of an NDEU and there is ongoing engagement with internal and external stakeholders, including Highland Council.

2.15 On 23rd June 2017, Police Scotland (ACC Hawkins, ACC Cowie, CS Macdonald, Superintendent Waddell and Mr Derek Kilday), met with representatives of Highland Council in order to discuss Police Scotland's plans in relation to proposed changes to call handling arrangements in the Inverness area, C3 Division's remaining footprint in Inverness and the implications for jobs. HMI Derek Penman was also in attendance.

2.16 Following that meeting, on 2nd August 2017, the Chief Constable met with representatives of Highland Council, to reaffirm and explain Police Scotland's position.

2.17 Finally, on 16th August 2017, ACC Hawkins and Superintendent Waddell returned to Inverness, to present in detail the planning underpinning this change process.

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- 2.18 Resultantly, it has been decided that the NDEU paper will now be presented along with the Inverness ACR & Service Centre Closure paper at the September SPA Board meeting which, appropriately, will be held in Inverness.

HMICS Review Recommendations Update

- 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 publication of the report, Police Scotland and the Scottish Police Authority have both committed to fulfilling the 30 recommendations which were made.
- 2.20 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.
- 2.21 C3 Division has now successfully discharged 25 of the 30 recommendations made by HMICS. The C3 Division Governance and Improvement Team continues to liaise closely with the lead Inspector for HMICS, to ensure that the remaining recommendations are satisfactorily concluded.

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.

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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 member's note the updates provided.