SCOTTISH POLICE
AUTHORITY

Meeting	Public SPA Board Meeting
Date	28 September 2017
Location	Jurys Inn Hotel, Inverness
Title of Paper	Proposed Transfer of Services from Inverness Area Control Room to Dundee Area Control Room and Inverness Service Centre to Police Scotland Service Centre
Item Number	9.1
Presented By	ACC Hawkins
For Approval For Consultation	For Approval
Appendix Attached:	NO

PURPOSE

The purpose of this paper is to provide members of the Scottish Police Authority (SPA) with the assurance required to consider final approval for the transition of call handling activity and incident management from the Inverness Area Control Room & Inverness Service Centre to the ACR North and Police Scotland Service Centre sites (as has previously been approved in principle).

1. BACKGROUND

1.1 In January 2014, members approved the Strategic Direction for C3 Division. This included the creation of the Police Scotland Service Centre (PSSC) situated at Govan, Motherwell and Bilston Glen. It also included the creation of 3 regional Area Control Rooms (ACR) covering the West (Govan), the East (Bilston Glen) and the North (Dundee).

1.2 The PSSC, when fully established, will receive all 999 and 101 calls made in Scotland. Calls will be answered by the first available Service Advisor across the 3 sites which will result in a quicker and more consistent service being provided to the public.

1.3 Calls which require a police response will be transferred from the PSSC to the relevant ACR from where the police response will be controlled and managed.

1.4 Virtualisation (allowing all incoming calls to be taken by the first available call taker irrespective of whether they are in Bilston Glen, Motherwell or Govan) was successfully introduced for the east within the PSSC in November 2016 and this was followed by the transition of call handling activity from Dundee Service Centre & ACR to the PSSC in January 2017 and from Aberdeen Service Centre & ACR to the PSSC & ACR North in March 2017.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Over the past 12 months the Programme Team has successfully demonstrated its ability to deliver change in a safe and assured manner with the following milestones having been achieved:

- 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);
- Integration of our 3 PSSC sites (Bilston Glen, Motherwell and Govan) so that calls are answered by the first available Service Advisor (November 2016);

- Implementation of the STORM Unity Command and Control system into Dundee ACR (December 2016);
- Instigation of a North Overview within Dundee ACR (December 2016);
- Independent assurance in relation to readiness to proceed with Aberdeen Transition provided by a Gateway Review and HMICS (January 2016);
- Transition of call handling from Dundee to PSSC (January 2017);
- Transition of call handling from Aberdeen Service Centre & ACR to PSSC & ACR North (March 2017); and
- Independent assurance in relation to readiness to proceed with Inverness Transition provided by a Healthcheck Review (July 2017).

2.2 Following these structural changes, a number of improvements have been realised:

- We are now answering 999 and 101 calls more quickly across the country. We routinely meet the challenging aim of responding to 90% of 999 calls within 10 seconds and 90% of 101 calls within 40 seconds. This represents a marked increase in performance. For example before transition of business from Aberdeen performance was previously 73% for 101 calls.

- We have reduced the number of calls discontinued by the caller before speaking to a member of our staff. Currently less than 2% of calls are discontinued, which compares very favourably to other forces. We experienced much higher discontinued call rates prior to the changes that we have made with the previous figure in Aberdeen being 8%.

- We have upgraded the ICT network and the applications we use and we have, as a result, created a quicker and more stable infrastructure. In addition to the speed of our response this also means that our controllers can see across legacy boundaries and can identify and despatch the nearest officer.

- Our interconnected network of ACRs, each with a critical incident overview capability, means that we are much more

able to respond to multi-location incidents. This greatly enhances our ability to assess risk across the country and to respond in a coordinated fashion. Ultimately this means that we are better equipped to protect the public and our staff. The improvements that we have made were particularly apparent during our response to the increase in threat level to 'critical' earlier this year.

Post Aberdeen Transition

2.3   On 28th March 2017, Aberdeen Service Centre and ACR were closed as planned, with call demand migrating to the Police Scotland Service Centre sites based in Motherwell, Govan and Bilston Glen and command and control functions transitioned to ACR North in Dundee. The successful migration was the culmination of extensive planning and assurance activities driven by the C3IR Programme, C3 Division and A Division.

2.4   The delivery model used by the programme has demonstrated well established governance and has a clear focus on:

- Robust planning and collaboration,
- Assurance activity,
- Engagement and communication, and
- Experiential learning.

2.5   An extensive debrief process has been conducted post Aberdeen transition, with 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. All learning has been incorporated into Inverness planning.

Next Stage

2.6   The next milestone on the programme timeline, the closure of the Inverness ACR and Service Centre, will result in the transition of call handling activity (both 999 and 101 calls) to the PSSC, with the management of police incidents being controlled from ACR North.

2.7   The C3IR Programme is focussed upon delivering improved Contact, Command and Control Services (the benefits of which have previously been articulated) and the transition of call handling business from Inverness is a key component in this.

SPA Public Board
Proposed Transfer of Business from Inverness ACR and Service Centre
28 September 2017
NOT PROTECTIVELY MARKED

4

2.8 The new structure, once implemented, will ensure that for the first time in Scottish policing history, policing commanders will be able to lead ongoing national incidents from a single location, with full visibility of the issues and resources across the country.

2.9 There are already many operational examples, including last year's bomb hoaxes to primary schools across Scotland, whereby Commanders could monitor and manage all incidents from a single location and ensure consistency of messaging to all front line officers as they attended the incidents. Likewise, in the wake of the terror attacks in London and Manchester earlier this year, all reported incidents in relation to firearms, suspect persons and suspicious packages across Scotland were visible to both C3 Duty officers and officers in the Multi Agency Co-Ordination Centre, with the exception of incidents reported in N Division, as this has yet to migrate and is the sole division now sitting outwith the end state structure. We are keen to remedy this.

2.10 Transition of business from Inverness will see the realisation of a number of call handling benefits. In general terms these are:

- Improved service delivery to the public.
- Equal access to information systems and improved risk assessment.
- The ability to command incidents and manage resources across previous legacy boundaries.
- Increased resilience.
- The standardisation of processes.

2.11 Inverness ACR and Service Centre accounts for 7.8% of total 101 calls and 4.5% of 999 calls. The recent transition from Aberdeen saw 19.1% (101) and 7.4% (999) of the national demand being successfully transitioned.

Readiness for Change

People

2.12 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 review stated:

"Sabio are happy to confirm that the Police Scotland model is fit for purpose and that the calculations within will produce a level of staffing that will provide the level of stability required."

2.13   Following recent confirmation from Sabio that the staffing model remains fit for purpose, we have sufficient staff capacity to transition all calls from the Inverness ACR and Service Centre ACR North and PSSC prior to 'go-live'.

ICT

2.14   Significant improvements have been made in relation to ICT stability in recent months. Key developments include:

- The implementation of the STORM Unity Command and Control system into Dundee.
- An upgrade to the Integrated Communications Control (ICCS) System in Dundee.
- Improvements to the C3 Core Network.
- The Aspire CRM Data Improvement Project.
- The Aspire Application and Network Upgrade.
- North ACR Stability fix applied.

2.15   Collectively these improvements have resulted in a quicker and more stable ICT network. There is, as a result, sufficient ICT capability, capacity and stability to transition calls from the Highland & Islands area to the ACR North and PSSC.

2.16   Members will recall discussion at the August Board when recent ICT performance issues and outages were discussed. Work has since been carried out by the C3IR ICT Programme Team, ICT BAU and third party suppliers, and these have been resolved.

2.17   Ongoing monitoring and diagnostics have evidenced a period of stability since software upgrades have been implemented.

Processes

2.18   Seventy two legacy processes have been identified and to date, 86% of the total work associated with revising these processes is complete. The remaining work can only be completed once a go-

live date is identified. This exercise was conducted with full engagement with a range of stakeholders. Work has continued to ensure that the ownership of additional processes, previously undertaken by the Inverness Service Centre, has been transferred to the Local Policing Division or appropriate departments where appropriate.

2.19   Detailed planning has also been undertaken with key stakeholders and partners, to ensure ACR North's readiness to manage emergency situations in relation to key locations within the region. Consequently, processes are now in place to support the proposed transition of calls from Inverness.

Performance

2.20   Police Scotland seeks to answer 90% of 999 calls within 10 seconds and 90% of 101 calls within 40 seconds. These targets have been consistently achieved in the East and West since Dundee and Aberdeen calls were routed to the PSSC. User Satisfaction Surveys for the period April 2017 to June 2017, indicated that over 94% of respondents expressed satisfaction with their initial contact with Police Scotland. As a result it is assessed that there is sufficient capacity and capability within C3 Division to successfully transition calls from Inverness to the PSSC and to the ACR North.

Local Knowledge

2.21   It is appreciated there may be concern that local knowledge will be lost upon the closure of Inverness ACR and Service centre. It is, however, important to note that:

- The same local policing teams will be tasked to attend local incidents exactly as they are now.

- In addition, and crucially, there are a number of key ICT systems in place to assist staff within the PSSC and ACR North. The police Scotland Gazetteer is an electronic location based system which is uploaded by Police Scotland from each local authority area and provides comprehensive details of house numbers, house names, streets and roads for that area, including local 'known as' names and alias names. This also includes details of all landmarks in each area including schools, hospitals, mountain ranges and arterial routes. The Gazetteer also provides Service Advisors with a mapping system which allows them to visually locate and understand

the address/area where the caller requires police to attend. This is particularly helpful when a caller does not know exactly where they are, but can provide a general description of their location. Service Advisors also have access to specific internet sites including Google and Google maps in order to provide them with another form of enhanced searchable database.

- Significant planning, training and exercising is being undertaken in respect of the unique landscape of N Division including in areas such as mountain rescue and island processes. Officers and staff are attending two day training courses to ensure they have the skills and knowledge to work effectively. There will be a series of workshops and briefings by local staff and officers to ensure they are upskilled to meet the needs of the public within N Division.

- Subject to approval to proceed a comprehensive package of measures to support our service advisers through the change will be in place. This includes service adviser briefing packs, training in advance of change and floorwalkers for the period of post implementation. This is a tried and tested process which has been used successfully during previous stages of the Programme and commented upon favourably by staff and stakeholders alike.

Assurance

2.22 The project framework includes an extensive and detailed Quality Assurance Framework covering both internal key stakeholder sign off and external independent assurance.

The project has been subject to the following independent assurance

- Scottish Government Gateway review
- HMICS Independent Assurance
- Sabio – Workforce Model Review
- Scottish Government review of ICT Test Schedule

2.23 In July 2017 C3IR Programme was subject independent assurance in the form of a Scottish Government Gateway Review. The report was overwhelmingly positive receiving a GREEN grading against the readiness to proceed category 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."

2.24 HMICS has also undertaken a programme of ongoing assurance work, monitoring progress and risk levels within Police Scotland's call handling and making unannounced visits to C3 sites across the country. This assurance activity has been taking place over the past 12 months and has included over 50 visits, alongside other scrutiny activities.

2.25 As previously mentioned at para 2.12 Sabio undertook an independent review of the workforce panning model and reported the model was fit for purpose and would provide the required stability and capacity of staff to transfer all calls from Inverness ACR and Service Centre to the ACR North and PSSC.

2.26 The SRO commissioned the Scottish Government (SG), via the Office of the Chief Information Officer, to undertake a desktop assurance exercise to provide external validation of the proposed ICT testing prior to the transition of the Inverness ACR to the North ACR and the Inverness Service Centre to the Police Scotland Service Centre (PSSC). This validated the proposed approach.

2.27 Readiness to transition call handling business from Inverness has been discussed, in detail, at a number of SPA C3 Governance and Assurance Group meetings, including those held on 28th July and 11th September 2017.

HMICS Assurance

2.28 Further independent assurance has been provided by HMICS.

2.29 Of the 30 recommendations previously made, 25 are now fully discharged, 4 are partially discharged and only 1 remains open.

Go Live

2.30 Should members approve this proposal, then we will 'go-live' at an appropriate operational time.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications as a consequence of this paper.

3.2 The broader cost of change associated with this programme and the impact this has on Police Scotland, has previously been reported and is being closely monitored at Force Executive level.

4. PERSONNEL IMPLICATIONS

4.1 There are at present 33 (28.7 FTE) members of Police staff working within the Inverness ACR and Service Centre and 14 police officers (+ 2 secondees) (14.86 FTE). Upon closure of the Control Room and Service Centre, the 14 police officers will be redeployed within N Division. In addition, subject to approval of the National Database Enquiry Unit (NDEU) Proposal, all staff members will be afforded the opportunity to transfer to a post within the newly formed NDEU at Inverness.

4.2 Whilst review of the accommodation within ACR North confirms there to be sufficient capacity to accommodate the staffing levels required to migrate demand from Inverness, engagement with staff and staff associations has identified opportunity to further enhance the working environment. Recognising the importance of staff welfare, the Division and the Programme Team have factored these works into planning, with estimated completion in early December 2017.

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 this programme 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 The C3IR Programme is focussed upon delivering improved Contact, Command and Control Services (the benefits of which have previously been articulated) and the transition of call handling business from Inverness is a key component in this.

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

Members are requested to approve the proposed transition of calls from Inverness ACR and Inverness Service Centre to the ACR North and the Police Scotland Service Centre sites. The anticipated date for adaptation and refurbishment works will influence Police Scotland's decision on a suitable go live date, however approval at this stage is requested to commence consultation with staff. It should be noted that the rigorous pre go live assurance activities will be in place as per previous transitions.