SCOTTISH POLICE AUTHORITY

Meeting	Public SPA Board Meeting
Date	28 September 2017
Location	Jurys Inn Hotel, Inverness
Title of Paper	Report from SPA C3 Governance and Assurance Group
Item Number	9.3
Presented By	George Graham, 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 call handling activity and incident management from the Inverness Area Control Room (ACR) & Inverness Service Centre to the ACR North and Police Scotland Service Centre (PSSC) sites respectively. This information was provided to the SPA C3 Governance and Assurance Group on 8 June, 28 July and 11 September 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 8 June, 28 July and 11 September 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 October and November that will be subsequently confirmed through Police Scotland internal governance procedures, prior to the SPA Board.

Evidence was presented of improvements and stability being realised as a result of recent structural changes including system upgrades and previous transitions of call handling to a national C3 delivery platform that now provides better call response times, reductions in discontinued calls and a more stable ICT infrastructure that enables control, identification and despatch of policing resources across previous legacy boundaries.

Evidence was presented that highlighted the learning from the recent transition from Aberdeen, agreed by the SPA Board in March 2017, now used to inform planning and preparation for this proposed transition of call handling from Inverness. This transition will bring N Division into the end state structure for C3 Division, the remaining division in Police Scotland still to do so and will realise benefits relating to improvements in service to the public, resilience, incident command, resource management, national process standardisation, system access and risk assessment.

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 is contained within 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).

relevant Police Scotland paper to the Board. In addition, HMICS provided briefing to the Group on 8 June, 28 July and 11 September on their regular independent assurance programme across all C3 sites, along with their commitment to validate 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 a series of those milestones relating to ICT stability, independent assurance on end-state staff numbers, integration of all 3 PSSC sites and planned transition of business from Aberdeen to Dundee has been completed. Costs of the 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

Police Scotland has subjected this change proposal to internal and external project management scrutiny, quality assurance and governance before presenting to the SPA.

Findings from a Scottish Government, Healthcheck Review was undertaken in July 2017. The Review looked at readiness to proceed with the transition of calls from Inverness, resulting in the positive categorisation Green - concluding that successful delivery of the C3IR Programme to time, cost and quality was highly likely, with no current major outstanding issues that may significantly threaten delivery.

If approval to proceed is given, the Senior Responsible Officer within Police Scotland will review all stages of certificated sign-off authorised through the Programme Quality Assurance Framework at a Programme Board prior to 'go-live'. In addition, the Chief Constable will also consider readiness to proceed the day prior to the planned 'go-live' date.

5. Assurance Evidence - People

Police Scotland confirmed that post Aberdeen transition, a review by Sabio had been conducted of the existing workforce planning model[2].The review confirmed that the model remains fit for purpose. Consequently, there will be sufficient staff capacity to transition all calls from the Inverness ACR and Service Centre to the ACR North and PSSC.

If approval is given for closure of the Inverness Control Room and Service Centre, the current complement of 14 police officers (+ 2 secondees) (14.86 FTE) will be redeployed within N Division. In addition, all Police staff members will be afforded the opportunity to transfer to new posts within the organisation. (At present 33 (28.7 FTE) members of Police staff work within the Inverness ACR and Service Centre). New posts may be available within the proposed twin-site National Database Enquiry Unit – also currently being considered for approval by the SPA Board.

Learning from the Aberdeen transition has been taken into account by Police Scotland as they work with staff and staff associations in Inverness to prepare for the proposed change. As a result of ongoing consultation and engagement, opportunities have been identified to create an improved working environment for the benefit and wellbeing of all staff. These works will be undertaken pre-migration, once approval has been given.

6. Assurance Evidence - Process

Police Scotland confirmed that planning and assurance activities are at an advanced stage and the programme team has been working closely with N and C3 Divisions to identify 70 processes to be migrated – with 86% complete at time of writing. The remainder will be completed prior to go-live.

At the C3 Governance and Assurance Group on 11 September, Members asked Police Scotland to include in their proposal paper to the Board some examples of these processes – particularly in relation to geography/local knowledge maintenance. This is of particular relevance given the high level of community interest in the proposed change.

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[2] Model is designed 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.

Police Scotland confirmed that detailed planning had taken place with key stakeholders and partners, to ensure ACR North's readiness to manage emergency situations in relation to key locations within the region. Processes have been put in place to support the proposed transition of calls from Inverness.

7. Assurance Evidence - Technology

Police Scotland provided information relating to recent digital improvements that have contributed to system stability and quicker ICT performance. Police Scotland has assessed, due to these technological enhancements that there is sufficient ICT system capability to support the planned transition of calls. Detailed information on this subject was presented to the C3 Governance and Assurance Group by the Chief Technology Officer on 28 July.

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