

SCOTTISH POLICE  
AUTHORITY

Meeting	Public SPA Board Meeting
Date	25 February 2016
Location	John McIntyre Conference Centre, Edinburgh
Title of Paper	Police Scotland Contact, Command and Control Update
Item Number	5
Presented by	ACC Val Thomson
For Approval For Consultation	For Consultation
Appendix Attached:	No

## PURPOSE

The purpose of this paper is to provide Members of the Scottish Police Authority (SPA) with an update in relation to both business as usual aspects of Contact, Command and Control Division and the C3 Integration and Re-modelling Project.

## 1 BACKGROUND

1.1 This report provides Members with an update since the last meeting of the Scottish Police Authority on 16 December 2015, focussing upon:

- HMIC(S) Report into Call Handling,
- Performance,
- Overflow Calls,
- Absence,
- North Recruitment, and
- C3 Integration and Re-modelling Project.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### 2.1 HMIC(S) Report into Call Handling

Members are aware that HMIC(S) published its Independent Assurance Review; "Police Scotland – Call Handling," on 10 November 2015. The report recognised Police Scotland's achievements in remodelling the national Contact, Command and Control function, whilst continuing to deliver a consistently high grade of service (performance in this regard is detailed in the latter sections of this report).

2.2 The HMIC(S) report detailed 30 specific recommendations, all of which were fully accepted by Police Scotland. Progress against each of these recommendations is managed and monitored through a detailed Action Plan. This action plan was presented to the Audit and Risk Committee on 26 January 2016.

2.3 The delivery of this action plan is managed within Police Scotland, through the C3IR Project Board and the Divisional Shaping Our Future Board and ultimately the Force Improvement Board before being presented to the SPA Audit and Risk Committee.

2.4 Performance

The following summary relates to the performance period December 2015 and January 2016.

**Edinburgh Service Centre**

Month	Call Type	Calls Received	Call Discontinued	Calls Discontinued after 120 secs	Avg Speed of Answer (sec)	Longest Wait Time	Grade of Service
Dec 2015	101	48270	761	16	00:12	05:10	94
Jan 2016	101	47653	733	20	00:11	05:10	95
Dec 2015	999	13322	70	1	00:04	02:14	98
Jan 2016	999	12230	55	4	00:04	02:07	98

**Glasgow Service Centre**

Month	Call Type	Calls Received	Call Discontinued	Calls Discontinued after 120 secs	Avg Speed of Answer (sec)	Longest Wait Time	Grade of Service
Dec 2015	101	69947	732	9	00:08	03:52	96
Jan 2016	101	68077	660	13	00:07	05:02	97
Dec 2015	999	19767	126	5	00:03	02:21	98
Jan 2016	999	18814	73	0	00:03	02:05	99

Notes:

- Calls received is the total number of calls presented to the Service Centre for answer, and will not include those that are discontinued during the options menu provided to the caller before the call is connected to a centre.
- The grade of service for 101 (non emergency) calls is measured as the percentage of calls answered within 40 seconds of the call being presented. We aim to answer 90% of these calls within 40 seconds.
- The grade of service for 999 (emergency) calls is the percentage of emergency calls answered within 10 seconds of being presented to us. We aim to answer 90% of these within the 10 seconds.

- 2.5 While the above level of detail is not available for the North region due to the differing ICT systems currently in place, call volume and grade of service at Dundee, Inverness and Aberdeen for the months of December 2015 and January 2016 is reported as follows:

#### North Service Centre

Month	Month	101 Calls Received	Grade of Service %	999 Calls Received	Grade of Service %
Dec 2015	Aberdeen	25835	88	3410	96
Dec 2015	Dundee	13634	85	3061	95
Dec 2015	Inverness	12369	86	1482	95
Jan 2016	Aberdeen	27721	80	3170	96
Jan 2016	Dundee	13932	87	3067	94
Jan 2016	Inverness	11993	89	1332	94

During the months of December and January the North accounted for 31% of all 101 local calls and 19 % of all 999 emergency calls. Given the number of vacancies which currently exist across the North, a number of mechanisms have been put in place to support call handling in these areas. This situation, however, will not be fully resolved until the remodelling programme is complete.

Both December and January have presented a number of challenges, with the busy festive period and numerous bouts of severe weather placing additional burdens upon both Service Centres and Area Control Rooms. Hogmanay ordinarily represents one of the Division's busiest 24 hour periods and this year proved to be no different with over 2000 additional 999 emergency calls being received. We also provided additional support to the Scottish Ambulance Service, answering their 999 calls when all their operators were engaged. Planning and forecasting predicted those call demands and staff worked exceptionally hard to deliver the very high grade of service outlined above.

#### 2.6 Overflow calls

There are a number of overflow calls that route specifically from the North to the Glasgow Service Centre. This takes place automatically through the routing systems which have parameters in place if the desired wait time is unlikely to be met. The figures for the months of December 2015 and January 2016 can be summarised as follows;

Inverness to Glasgow: 882 calls  
 Dundee to Glasgow: 1645 calls

There continue to be difficulties for staff dealing with these calls due to the differing ICT command and control systems across the North. The

introduction of Storm Unity over the coming months will assist in significantly reducing the risks associated with the fall over of calls.

## 2.7 Absence

As at 2 February 2016, there were 101 staff members on sickness absence across C3 Division Area Control Rooms and Service Centres. This shows an increase of 7 on the previously submitted information of 4 January 2016. This consists of 27 police officers and 74 members of police staff.

### Area Control Rooms

There are 21 police officers absent: 5 North (11.62%); 10 East (12.34%) and 6 West (7.89%), which represents an overall police officer absence level of 10.50%. This shows an increase from 10.00% since the last submission on 4 January 2016.

There are 34 members of police staff absent: 9 North (6.77%); 9 East (6.62%) and 16 West (8.00%), which represents an overall police staff absence level of 7.27%. This shows a slight increase from 6.46% as at 4 January 2016.

Overall there are 55 staff on sickness absence across all Area Control Room sites, which represents a combined absence level of 8.23%. This is an increase from 7.05% as at 4 January 2016.

### Service Centres

There are 6 police officers absent: 2 North (12.50%); 2 East (14.29%) and 2 West (10.53%), which represents an absence level of 12.25%. This shows an increase from 4.08% on data submitted on 4 January 2016. Whilst this represents an increase of over 8%, it should be emphasised that this is reflective of the small numbers being considered (an additional 4 members of staff being sick). These are all expected to be short term absences.

There are 40 members of police staff absent: 7 North (12.50%); 13 East (9.09%) and 20 West (8.55%), which represents an absence level of 9.24%. This shows a slight increase from 9.00% as at 4 January 2016.

Overall there are 46 staff on sickness absence across all Service Centre sites, which represents a combined absence level of 9.54%. This shows a slight increase from 8.51% as at 4 January 2016.

### Absence Management

Absence is scrutinised at both an area command and national level to ensure all appropriate welfare and support measures are in place. At a national level processes are in place to ensure absence trends are identified, managed and progressed in line with national procedures.

The impact of absence is managed locally to ensure operational viability is not compromised and sufficient numbers of staff are deployed at each site.

## 2.8 North Recruitment

Recruitment continues across the country, with progress being made in the North of Scotland with temporary appointments being made to consolidate the current position in both Aberdeen and Inverness. In Aberdeen 3 new members of staff are currently in post, a further 2 are successfully through vetting and 3 are at the vetting stage.

In Inverness 6 new members of staff are currently in post, a further 3 are successfully through vetting and 2 are at the vetting stage.

Recruitment has been limited by the low number of applications received for temporary roles within both Aberdeen and Inverness Service Centres.

## 2.9 C3 Integration and Remodelling Project

### Key Project Progress Updates

#### Consultation

Group and one to one consultation in the North has been completed with all staff affected by proposed changes across each of the C3 sites in the North of Scotland. This involved 242 members of police staff and 84 police officers, based in Dundee, Aberdeen and Inverness. A number of counter proposals have been received and are being considered. A detailed report will be submitted to the Human Resources and Remuneration Committee on 4 March 2016.

Consultation with staff based within the Service Centre (West) commenced on Monday 1 February 2016. This is an important phase of engagement which supports a management structure for the National Virtual Service Centre and standardises terms and conditions for staff operating in the West Service Centre.

#### Dundee ACR

The re-balancing of police officer posts to Dundee ACR continues with a further intake of 8 police officers occurring during February 2016. Further intakes are scheduled until April 2016, reflecting the planning in place to ensure that Dundee ACR can be sufficiently up-scaled to assume the responsibilities of ACR North.

Staff in Dundee are currently working from Perth Fall Back ACR whilst the upgrade work is completed on the ICT systems within the building that will allow for the up scaling of this facility. This work is due to be complete imminently.

#### National Virtual Service Centre

The recruitment of Service Advisors within the Service Centre continues, with further uplifts of staff having taken place. These new recruits are at varying

stages of training within the Training Academy, in accordance with the C3 training programme.

Staffing levels are continuing to be increased to ensure that there are sufficient, fully trained, staff to cope with future demand when remodelling is complete.

#### Independent Assurance

The HMICS Assurance Review requires that that independent assurance is sought on key issues in relation to the project prior to implementation of change. A number of such assurances are now being progressed.

Stage 5&6 Gateway review. Paperwork has been submitted to the Centre for Excellence for Programme and Project Management at Scottish Government (Centre for Excellence) to commence this process.

Stage 7 Legal Review. The tender process is now completed for this work and the final product is anticipated by 31 March 2016.

Stage 7 Gateway Review. Paperwork has also been completed in relation to this review and the SRO will discuss the opportunities to support the legal review, or supplement it further into the process, with the Centre for Excellence.

Cambridgeshire Critical Friend Review of Storm Unity into Dundee. Terms of reference have been agreed for this and the review will be undertaken the third week in February.

In addition, the indicative timeline has been scheduled in such a manner that there will be time for both pre and post implementation reviews to be conducted in advance of a further structural change being made. For example, the transfer of business from Dundee Service Centre to the NVSC (late June), can be reviewed and any lessons learned, in advance of the next key change, transfer of business from Inverness ACR and Service Centre to ACR North and the NVSC.

Discussions are currently ongoing as to who would be involved in delivering these reviews but it is anticipated that there will be support from SPA Officials in this respect. In addition a detailed Quality Assurance Plan is being developed and will be brought to the next Board on 31 March 2016.

#### ICT

ICT reconfiguration has continued in relation to readiness for Dundee to move to Storm Unity, including an upgrade to the network going into the building to ensure that there are no capacity issues when future changes are made.

### **3 FINANCIAL IMPLICATIONS**

- 3.1 The additional governance from SPA and measures required through the HMICS review will delay the final delivery date from that cited in the original Strategic Direction Document. This will impact on the savings made next financial year as well as increasing the current costs of running C3 pending the changes being implemented. The scale of this cannot be determined at this time.

### **4 PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications other than those stated in this report.

### **5 LEGAL IMPLICATIONS**

- 5.1 There are no legal implications as a consequence of this update.

### **6 REPUTATIONAL IMPLICATIONS**

- 6.1 Any failure to successfully implement the HMIC(S) recommendations in full is likely to have significant adverse reputational impact.

### **7 SOCIAL IMPLICATIONS**

- 7.1 There are no social implications as a consequence of this update.

### **8 COMMUNITY IMPACT**

- 8.1 Community Impact Assessments have been completed and are regularly reviewed and updated in relation the C3 Change Programme.

### **9 EQUALITIES IMPLICATIONS**

- 9.1 Throughout the C3IR project work has been ongoing to ensure that all equality issues are fully addressed. This has been reported through equality impact assessments to HRRC and JNCC.

### **10 ENVIRONMENTAL IMPLICATIONS**

- 10.1 There are no environmental implications as a consequence of this update.

## **RECOMMENDATIONS**

Members are invited to note this update in respect of the C3IR Project and business as usual within C3 Division.