

SCOTTISH POLICE
AUTHORITY

Meeting	Public SPA Board Meeting
Date	25 August 2016
Location	Stirling Court Hotel, Stirling
Title of Paper	Police Scotland Contact Command & Control Progress Report
Item Number	9
Presented By	DCC Rose Fitzpatrick
Recommendation to Members	For Approval
Appendix Attached	Yes

PURPOSE

The purpose of this paper is to provide members of the Scottish Police Authority (SPA) with an update in relation to the Contact, Command and Control Integration and Remodelling Programme (C3IR), and progress in relation to the implementation of the HMICS "Independent Assurance Review of Call Handling" recommendations.

1 BACKGROUND

- 1.1 This report provides members with an update on progress made since the last meeting of the Authority on 20 June 2016. In addition, a revised indicative C3IR programme timeline is presented for noting.

2 FURTHER DETAIL ON THE REPORT TOPIC

2.1 C3IR Programme – Strategic Direction and Benefits

- 2.2 The strategic direction for C3 Division was approved by the SPA in January 2014. The call handling process is based upon a structure comprising the Police Scotland Service Centre (PSSC), where every 999 and 101 call made to Police Scotland is answered and assessed, and an Area Control Room structure, where any call requiring a police response is sent from the PSSC, to be managed and controlled.
- 2.3 The Police Scotland Service Centre 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.
- 2.4 These changes, and the benefits that will be realised, are necessary in order to ensure that we continue to support the developing needs of local communities across Scotland and enable Police Scotland to provide the best possible services.
- 2.5 Operationally, without remodelling our C3 arrangements, police commanders would remain unable in some areas to command incidents that cross legacy boundaries, without significant challenge. In addition, our legacy control rooms would only be able to task the officers working in their immediate area to attend incidents. The changes that we are introducing will remedy these issues and will mean that, for the first time, our commanders will be able to lead the response to incidents from a single location, with visibility of both the incident wherever it develops and the full range of resources available for deployment, including specialist resources such as road policing or firearms units.
- 2.6 Significant improvements will also be delivered from an effectiveness perspective. Police Scotland inherited a myriad of differing processes and procedures in service centres and control rooms across the country. We are now in the process of delivering

national systems and processes which will enable us to deliver a consistent and effective response to communities across Scotland.

- 2.7 We also believe that it is possible to improve both the service that we deliver to the public and our organisational resilience at the same time. By linking service centres in real time we will reduce waiting times for the public. We will also greatly enhance our ability to deal with periods of peak call demand in particular locations and any scenario temporarily affecting the functionality of one of our sites.
- 2.8 Finally, in certain areas of the country, our service centres did not have systems which provided the member of staff taking the call with all of the key information available in relation to the person making that call. Our call handlers, right across Scotland, need to be immediately aware if a caller is vulnerable or has previously been the victim of criminality, as this will affect the assessment of the risk associated with the call. Remodelling our C3 arrangements will address this, which will in turn enable us to appropriately prioritise our response consistently across the country.
- 2.9 The C3 arrangements that we will deliver through the C3IR programme will ensure that we have the capacity and capability to provide effective and efficient services to local communities across Scotland.

2.10 **Public Reassurance**

2.11 We recognise that legacy control rooms and service centres have served local areas well and that changes may cause concerns about the local response that means so much to local communities. In this regard it is important to highlight a number of features of our new arrangements which will protect those local relationships.

- Firstly, there will be no change to the manner in which the public contact the police. They will still call 101 and 999. They will be connected to the Police Scotland Service Centre where they will be dealt with consistently and professionally. Whenever necessary, local officers will be dispatched to attend to local incidents as is currently the case. We understand the importance of the close relationship that communities have with their local officers and we will ensure that these relationships are retained.
- In addition, our call centre and ACR staff already manage calls from across wide geographical areas very effectively. For

example our staff in the west manage calls and incidents from the Cumbrian border, through urban Glasgow, across rural Dumfries and Galloway and Argyll and also from the Western Isles. Our staff in the east manage calls and incidents from the Scottish Borders, through urban Edinburgh, to rural Stirlingshire and Fife. In addition they regularly assist colleagues in other areas by receiving 'overflow' calls during periods of peak demand. Looking forward, we will engage with our staff who are impacted by the forthcoming changes, to ensure they are sufficiently supported and suitably briefed, in advance of our proposed transfer of business from the facilities in Dundee, Aberdeen and Inverness. This will ensure that we replicate these effective arrangements in the north of Scotland.

2.12 Senior Responsible Officer Review

- 2.13 At the June SPA Board meeting, ACC John Hawkins the C3IR Senior Responsible Officer (SRO), advised that he had instigated a review of programme progress. This review is nearing completion. As part of this work a revised proposed indicative timeline for delivering the end state model for Area Control Rooms and the Police Scotland Service Centre has been produced (see Appendix A).

The key milestones within this proposed indicative timeline are:

Successful implementation of the Aspire upgrade, bringing increased ICT stability.	September 2016
Confirmation of the end state staff numbers, following independent assurance by consultants.	September 2016
Virtualisation of calls across the East and West instigated, bringing greater resilience to call handling across the country.	November 2016
Transfer of Business from Dundee Service Centre, to Police Scotland Service Centre.	December 2016
Transfer of Business from Aberdeen Service Centre & Area Control Room, to Police Scotland Service Centre and ACR North (Dundee).	March 2017
Transfer of Business from Inverness SC & ACR, to Police Scotland Service Centre and ACR North (Dundee).	June 2017

- 2.14 Our focus during the remainder of 2016 is therefore primarily upon delivering increased operational stability within C3 Division. Only when this stability has been achieved and demonstrated will we progress with the more significant structural changes scheduled for 2017.
- 2.15 As with any programme, timelines can alter as a result of a range of factors. It is important, however, not least for our staff, that we outline the indicative dates when it is anticipated that key structural changes will be made. We recognise the particular impact that these changes will have on our staff and will ensure that staff are updated as we progress through the planned activity.
- 2.16 Proposals to approve structural change will only be brought to the Authority, when the SRO is satisfied that all necessary planning, engagement and assurance activity has been undertaken and it has been demonstrated that it is appropriate to proceed. In support of this process the programme team will continue to engage fully with the SPA Governance and Assurance Group and with HMICS throughout the remainder of the C3IR programme.
- 2.17 Critical Path**
- 2.18 A detailed critical path which supports the revised timeline has also been produced. This has been discussed in detail at the SPA C3 Governance and Assurance Group.
- 2.19 This critical path reveals the high level, key products, which must be in place in order to proceed at each stage of the programme.
- 2.20 Police Scotland recognises the high level of assurance needed in advance of structural change. As a result a number of assurance processes have been developed following discussions with the SPA Governance and Assurance Group. The key activities that will be undertaken at each stage of the C3IR programme are detailed below.

Approval for Structural Change (Dundee, Aberdeen, Inverness)

- SRO chairs a C3IR Programme Board and oversees the completion of a certified framework of assurance. This will require key members of staff to formally indicate the readiness of their area of functionality to proceed.
- SRO presents proposal to proceed to members of the SPA Governance and Assurance Group, taking on board comment and feedback.

- SRO presents proposal to proceed to members of Police Scotland Senior Leadership Board, requesting permission to seek formal approval from the SPA to transition work from either Dundee, Aberdeen or Inverness.
- SRO presents the proposal to the SPA Board.

Go-Live

- Following SPA approval to proceed a C3IR Programme Board will be held in the week prior to 'go-live' at which SRO seeks further reassurance from programme leads re readiness to proceed.
- On Monday of 'go-live' week, SRO presents to Force Executive seeking full permission to proceed.

2.21 In advance of seeking approval at an SPA Board to implement structural change (i.e. the transition of business from Dundee, Aberdeen and Inverness), independent assurance will be sought, which will be presented to members, to assist in their deliberations.

2.22 In relation to Dundee Service Centre, HMICS have agreed to undertake this assurance work. For the more complex structural changes being undertaken in Aberdeen and Inverness, Gateway Reviews are being commissioned, and it is anticipated that HMICS will also provide ongoing scrutiny of progress.

2.23 **Communications**

2.24 The C3IR Programme Team, C3 Division and Local Divisional Commanders in the north of Scotland all recognise the critical importance of having appropriately tailored communication messages in place to support the C3IR programme and they have been working together in order to be suitably prepared.

2.25 A detailed communications strategy and engagement plan has been developed which outlines the engagement activity, both internal and external, that will be undertaken at each stage of the programme. The impact of proposed changes is recognised, as is the critical importance of effective communication as a means of acting as a valuable link to both our staff and local communities.

2.26 **HMICS Recommendations**

2.27 The implementation of the HMICS recommendations is overseen by Chief Superintendent Roddy Newbigging, the C3 Divisional

Commander, who leads progress via the "Shaping Our Future" Board.

- 2.28 Of the 30 recommendations, 16 relate to business as usual, 12 relate to the C3IR Programme and 2 relate to broader Police Scotland issues. Regular and positive liaison takes place with HMICS to ensure that the work being undertaken is in keeping with the aim of each individual recommendation. At present, 11 recommendations have been fully discharged, with a further 3 partially discharged (expected to be fully discharged in the near future). The remaining recommendations are subject to review and continuous assessment and are at various stages of completion. As with any inspection, the recommendations are reflective of a specific point in time, and in some cases changes in both business and programme thinking have reduced their current relevance which also forms part of the constructive dialogue with HMICS.

3 FINANCIAL IMPLICATIONS

- 3.1 The financial implications associated with this paper are being carefully managed by the Programme Office to ensure it remains within acceptable boundaries.

4 PERSONNEL IMPLICATION

- 4.1 The revised timeline is of significant interest to members of staff impacted by this change.

5 LEGAL IMPLICATIONS

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

6 REPUTATIONAL IMPLICATIONS

- 6.1 There are no reputational implications as a consequence of this update.

7 SOCIAL IMPLICATIONS

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

8 COMMUNITY IMPACT

- 8.1 There are no community implications associated with this paper

9.1 EQUALITIES IMPLICATIONS

9.1 There are no equalities implications as a consequence of this update.

10 ENVIRONMENTAL IMPLICATIONS

10.1 There are no environmental implications associated with this paper.

RECOMMENDATIONS

That members note the content of this paper and approve the proposed C3IR Programme Timeline.

Appendix A

C3IR Programme Timeline

