

**SCOTTISH POLICE  
AUTHORITY**

<b>Meeting</b>	<b>SPA Public Session Board Meeting</b>
<b>Date and Time</b>	<b>27<sup>th</sup> October 2016</b>
<b>Location</b>	<b>Murrayfield, Edinburgh</b>
<b>Title of Paper</b>	<b>Police Scotland Contact, Command &amp; Control Progress Update</b>
<b>Item Number</b>	<b>7</b>
<b>Presented By</b>	<b>ACC John Hawkins</b>
<b>Recommendation to Members</b>	<b>For Noting</b>
<b>Appendix Attached</b>	<b>Yes Appendix A - Timeline</b>

**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 25<sup>th</sup> August 2016. In addition, a revised indicative C3IR programme timeline is presented for noting.

## 2 FURTHER DETAIL ON THE REPORT TOPIC

### Structural Change

- 2.1 Members are aware of the structural change being delivered by the C3IR Programme Team, namely;
- The creation of a Police Scotland Service Centre (PSSC), where every 999 and 101 call made in Scotland will be 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.
- 2.2 The Police Scotland Service Centre will be based in Govan, Bilston Glen and Motherwell (reducing from 10 legacy service centres), and the Area Control Rooms serving the country (reducing from 10 legacy control rooms), will be based in Govan/Motherwell (West), Bilston Glen (East) and Dundee (North).
- 2.3 Whilst reported at the previous Board meeting, it is worth, once again, emphasising the necessity and criticality of these changes and highlighting the benefits which will be realised. These changes are fundamental to ensuring that we continue to support the developing needs of local communities across Scotland and enable Police Scotland to provide the best possible services.

### The Imperative and Benefits

- 2.4 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.

- 2.5 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.
- 2.6 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.
- 2.7 Finally, in certain areas of the country, our service centres do not have systems which provide 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, 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.
- 2.8 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.

### **C3IR Programme – Key Milestones Achieved**

- 2.9 A revised indicative timeline was approved at the previous meeting of the Authority (25<sup>th</sup> August 2016). Within that timeline 2 key milestones were scheduled to be delivered in this reporting period, namely;

- Successful implementation of the Aspire upgrade, bringing increased ICT stability, and
- Confirmation of the 'end state' staff numbers, following independent assurance by consultants.

## **Aspire Upgrade**

### **Background Information**

- 2.10 The Aspire Customer Relationship Management (CRM) system used by Police Scotland provides access to various important software models, including call histories, geographical information and force databases and directories. This enables our Service Centre and Control Room staff to gather relevant information in order to manage enquiries, provide general advice and direct callers to the most appropriate destination. This ensures there is an efficient approach to call handling and assists in the provision of a high quality of service to both the public and Police Scotland employees.
- 2.11 To enhance ICT stability it was necessary to upgrade Aspire to a newer version of the software and also to conduct network improvements in support of this upgrade.

### **Training Provided in Advance of Go-Live**

- 2.12 In advance of this upgrade, a comprehensive programme of training was undertaken during August and September. This involved all 400 Service Advisors and Public Assistance Desk officers across the East and West Service Centres being trained in the use of the upgraded version of Aspire.
- 2.13 The training was jointly delivered by Divisional training staff and by 20 training champions from the Service Centres. In addition to this, a Users' Guidance Manual and Frequently Asked Questions document were produced and provided to each member of staff.

### **Implementation**

- 2.14 The upgrade was successfully implemented over a 24 hour period on 27<sup>th</sup> and 28<sup>th</sup> September, following close planning and co-ordination involving C3 Division, the C3IR Programme Team, and ICT staff. Support was provided to staff with a number of 'floorwalkers' (including team champions, training staff and ICT staff) being present in the Service Centres, 24 hours per day, providing support and guidance to members of staff.

## **Performance and Feedback**

- 2.15 Feedback from Service Centre Management and staff has been very positive. Monitoring over the first 7 days has shown that the performance of the system has significantly improved. A small number of faults – at a level consistent with the introduction of any software upgrade and within acceptable tolerances - has been reported and the Programme Team are working with the supplier to resolve these issues in a timely manner.

## **Resource Model Review**

### **Methodology**

- 2.16 In keeping with the C3IR Quality Assurance Plan, which reflects guidance and direction from both HMICS and the SPA, the Programme Team reviewed the proposed end state numbers for both the Police Scotland Service Centre and Area Control Room structure.
- 2.17 The review consisted of a detailed examination of the previously proposed end state numbers, examining the mathematical rationale, challenging previous planning assumptions and testing them using the professional expertise which exists within the Division.
- 2.18 This involved undertaking demand analysis calculations, and the application of a recognised industry standard call centre resource model calculator. It is worth noting that the Programme Team had the benefit of being able to use accurate and recent live call data information, rather than the planning assumptions which had necessarily been the case at the outset of the programme.
- 2.19 Of particular note is the fact that the review used the, currently accurate, average call handling time of 475 seconds in its calculations. Average call handling time is one of the key factors in determining the level of resource required to deal with demand. The calculations which provided the initial Service Centre staffing level were based upon a planning assumption, using the best information available at the time, that the average call handling time was 300 seconds.

### **Assurance**

- 2.20 Crucially, the figures, and the calculations and approach which underpins them, have been subject to independent review by Sabio, recognised experts in this field. Sabio assessed the model against their own internal resource model and best in class industry resourcing tools (Verint Impact 360) to assess the intrinsic accuracy of the proposed model.
- 2.21 Sabio found the calculations and the application of said calculations was fit for purpose (there was less than 1% variation in total resource requirements), and that the model provides an accurate FTE requirement. Importantly, they state;
- “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.”***
- 2.22 The review methodology, findings and assurance have been presented to HMICS and discussed in detail.
- 2.23 On 6<sup>th</sup> October 2016, the SPA C3 Governance and Assurance Group was provided with an update in respect of the review.
- 2.24 The revised staffing model established following the review, has been scrutinised by the Divisional Commander C3 Division, the Interim Head of National Service Centres and the Operations Superintendent. All are content that this represents an appropriate level of staffing to see the Division through the next 12 months of significant structural change.
- 2.25 The Force Executive is progressing an appropriate resourcing model in accordance with the Review’s observations.

### **C3IR Programme – Forthcoming Key Milestones**

- 2.26 Members will be aware that there are two further key milestones scheduled to be delivered in 2016, i.e. East / West Virtualisation, due to be delivered in November and the transition of business from Dundee Service Centre to Police Scotland Service Centre, in December.

### **East/West Virtualisation**

- 2.27 At present calls originating in the East are directed to Bilston Glen and calls originating in the West are directed to Motherwell or Govan to be answered.
- 2.28 East/West virtualisation is the transition from these current arrangements to one where incoming calls will be answered by the first available call taker, irrespective of whether they are in Bilston Glen, Motherwell or Govan.
- 2.29 This transition is a significant enabler for the broader structural change outlined on the timeline (i.e. the transition of business from Dundee Service Centre, and the transition of business from Aberdeen and Inverness Service Centres and ACRs).
- 2.30 Preparations for virtualisation are at an advanced stage. In order to ensure that staff are fully supported in this change, East/West guidance packs have been developed, and these will be provided to all staff via face to face training by identified Service Centre 'champions'. Further to this, the Police Scotland Service Centre management team are holding workshops to highlight any revised processes to staff and a number of drop in sessions. Building on positive feedback received from staff following the recent implementation of STORM Unity into Dundee and the Aspire upgrade, experienced floorwalkers will be in place during transition, to ensure staff are suitably supported.

### **Transition of Business from Dundee Service Centre**

- 2.31 Planning continues in respect of the transition of business from Dundee Service Centre to the Police Scotland Service Centre and this remains on track.
- 2.32 It is recognised that Board approval is required to make this structural change and discussions are ongoing via the Governance and Assurance Group to make the necessary arrangements. At this time we will set out in detail our readiness to proceed.

### **HMICS Recommendations**

- 2.33 Members are aware of the HMICS Independent Assurance Review in relation to Call Handling and the 30 recommendations which arose from this. Since the previous Board Meeting, Police Scotland

has continued to address each of the recommendations which remain in progress.

- 2.34 At this time, 11 recommendations have been fully discharged, 3 have been partially discharged and a further 5 are now being considered for imminent discharge.
- 2.35 Further to this, HMICS is conducting a 2 day workshop, focussing upon the remaining recommendations and the work that requires to be progressed to result in each being addressed and we are fully committed to participating in this.

### **3 FINANCIAL IMPLICATIONS**

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

### **4 PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications as a consequence of this update.

### **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**

NOT PROTECTIVELY MARKED

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.

NOT PROTECTIVELY MARKED

Appendix A

C3IR Programme Timeline

