

Meeting	SPA Board Meeting
Date and Time	27 October 2015, 10.00 – 12.45
Location	Stirling Court Hotel, Stirling
Title of Paper	Contact, Command & Control
Item Number	6
Presented By	ACC Val Thomson
Recommendation to Members	For Information

PURPOSE

The purpose of this paper is to provide Members of the Scottish Police Authority (SPA) with an update on the Contact, Command and Control Division Integration and Re-Modelling Project, together with a number of business as usual issues including performance, absence, recruitment, finance, resource management and the ongoing HMICS Assurance Review.

1 Background

- 1.1 This report provides members with an update since the last meeting of the SPA Board on 27 August 2015. It is accurate as of 8 October 2015 (unless otherwise stated).

2 Integration and Re-Modelling

- 2.1 In September 2015 HMICS issued their Interim Report in relation to their Independent Assurance Review of Call Handling. This report provided only one recommendation, 'that Police Scotland should consolidate and stabilise their staffing, systems, procedures and processes in both East and West service centres and area control rooms. While this is being progressed, detailed planning for the previously agreed end-state model should continue, with consideration given to accelerating the recruitment of staff and early commissioning of the North Area Control Room.'
- 2.2 Following the publication of this report a number of engagements between SPA and Police Scotland took place to ensure that this recommendation was being progressed as a matter of urgency. Having accepted that this is the case SPA HRRC approved the commencement of consultation and estate remodelling in the North, on the understanding that no remodelling changes are implemented without first seeking approval from SPA.
- 2.3 Stage 7 (C3i Systems Procurement) involves re-modelling the delivery of C3 services enabled by the modernisation of the supporting legacy C3/ICT systems:

- Telephony/Contact Management Platform
- Airwave Integrated Communications Control System (ICCS)
- Customer Relationship Management
- Command & Control

Following the approval of the Outline Business Case in August 2015 by the SPA Board, the Pre Qualification Questionnaire (PQQ) was issued in early September and closed on 2 October 2015. 21 organisations responded to the PQQ which was far greater than anticipated.

The next stages will see a shortlisting process with an Invitation to Tender (ITT) issued to selected suppliers, which is scheduled to take place on 16 October 2015. Completion of this phase will enable the submission of a Full Business Case for SPA consideration in May 2016, with contract award scheduled for June 2016. Thereafter, the completion of roll-out is targeted for the end of September 2017.

- 2.4 Work to reconfigure and upscale Dundee Area Control Room (ACR) is ongoing. The detailed planning and scheduling of works is progressing well, with completion anticipated during October/November 2015. As a consequence the ACR is in fallback mode operating from our facilities within Perth for a four week period to allow this work to be carried out.

Work is also underway and on schedule to establish the single integrated ACR at Govan due for completion by 29 February 2016.

3 Performance/Improvement/Business as Usual

- 3.1 The previous report outlined details surrounding the role and focus of the Gold Group, chaired by the Divisional Commander. This Gold Group has subsequently concluded and has been replaced by a forward thinking development board, entitled 'Shaping the Future'. This will be a focused Board driving and supporting business as usual priorities aimed at enhancing frontline contact services.

The Board will meet on a fortnightly basis, chaired by the Divisional Commander and working towards a detailed delivery plan with a series of enabling actions.

The following summary relates to the performance period w/c 10 August to w/c 28 September 2015 (previous Board update covered the period w/c 8 June to w/c 3 August 2015).

Edinburgh Service Centre (101)

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
10/08/2015	14,012	251	13	13	05:15	93
17/08/2015	14,127	269	10	13	04:46	93
24/08/2015	14,507	294	11	13	04:46	92
31/08/2015	13,565	224	3	11	04:21	94
07/09/2015	13,470	269	24	12	09:08	93
14/09/2015	13,512	193	2	11	04:25	95
21/09/2015	13,178	187	3	11	06:52	95
28/09/2015	13,564	330	11	15	04:07	91
Total	109,935	2,017	77	12	09:08	93

Edinburgh Service Centre (999)

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
10/08/2015	3,219	17	0	5	02:06	94
17/08/2015	3,386	23	0	4	01:59	96
24/08/2015	3,315	20	0	5	02:03	95
31/08/2015	3,059	15	0	4	01:53	97
07/09/2015	2,946	8	0	5	01:59	95
14/09/2015	2,863	18	0	4	01:58	96
21/09/2015	2,953	12	2	4	02:03	96
28/09/2015	3,183	13	0	5	01:58	94
Total	24,924	126	2	5	02:06	95

Glasgow Service Centre (101)

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
10/08/2015	19,483	196	1	8	03:02	95
17/08/2015	19,433	230	7	9	04:07	94
24/08/2015	18,788	232	13	8	04:19	95
31/08/2015	18,002	198	1	6	03:48	96
07/09/2015	18,108	198	12	7	04:13	95
14/09/2015	17,966	170	0	7	02:05	97
21/09/2015	17,845	164	1	7	03:34	97
28/09/2015	17,973	237	2	10	04:26	94
Total	147,598	1,625	37	8	04:26	95

Glasgow Service Centre (999)

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
10/08/2015	4,677	38	0	4	02:06	95
17/08/2015	4,883	30	0	5	01:54	94
24/08/2015	4,778	20	0	4	02:00	95
31/08/2015	4,193	29	0	4	01:54	95
07/09/2015	4,351	15	0	4	02:19	97
14/09/2015	4,132	21	0	4	01:52	97
21/09/2015	4,493	32	2	4	02:11	96
28/09/2015	4,400	13	0	4	01:32	96
Total	35,907	198	2	4	02:19	96

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.
- The longest delay outlined in the performance report (9 mins 08 secs) relates to a series of road related incidents which occurred during rush hour, those incidents were motorway related and significantly impacted upon call volume within a short period of time.

3.2 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 month of August is reported as follows:

North Region August 2015

Location	101 Calls Received	Grade of Service %	999 Calls Received	Grade of Service %
Dundee	17,107	74%	3218	90%
Aberdeen	27,827	85%	3342	94%
Inverness	15,209	89%	1786	94%

North Region September 2015

Location	101 Calls Received	Grade of Service %	999 Calls Received	Grade of Service %
Dundee	15,773	77%	3249	91%
Aberdeen	29,355	82%	3493	93%
Inverness	14,579	87%	1387	96%

During the month of August the North accounted for 25% of all 101 local calls and 21% of all 999 Emergency calls. During the month of September, the North accounted for 30% of all 101 local calls and 21% 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 recovered until the remodelling programme is complete.

3.3 Absence

As at 12 October 2015 there are 88 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 21 September 2015. This consists of 25 police officers and 63 members of police staff.

Area Control Rooms

There are 21 police officers absent: 3 North (6.98%); 11 East (11.34%) and 7 West (11.34%), which represents an overall police officer absence level of 8.14%. This number shows a slight increase by comparison to data submitted on 21 September 2015.

There are 35 members of police staff absent: 9 North (5.46%); 19 East (12.84%) and 7 West (3.54%), which represents an overall police staff absence level of 6.85%. This shows an overall increase from 5.87% submitted on 21 September 2015.

Overall there are 56 staff members on sickness absence across all Area Control Room sites, which represents a combined absence level of 7.28%. This is an increase from 6.24% as at 21 September 2015.

Service Centres

There are 4 police officers absent: 1 North (5.00%); 1 East (4.35%) and 2 West (8.33%), which represents an absence level of 5.97%. There has been no change overall since data submitted on 21 September 2015.

There are 28 members of police staff absent: 3 North (4.92%); 12 East (8.51%) and 13 West (7.07%), which represents an absence level of 7.25%. This shows a slight decrease from 7.51% as at 21 September 2015.

Overall there are 32 staff members on sickness absence across all Service Centre sites, which represents a combined absence level of 7.06%. This has decreased from 7.28% as at 21 September 2015.

3.4 Financial Implications

It remains the aim of the C3 Integration and Re-modelling project to achieve the original strategic intention of reducing by between 155 and 212 police staff posts in the C3 structure by the end of Stage 7.

At this stage 118 posts have been released on VR/VER with a total cost saving to the organisation in excess of £3.5m per annum.

It is anticipated that once the VR/VER release programme has been completed and the staffing uplift for the Service Centres and Area Control Rooms has been achieved, there will be a net reduction of police staff posts in the region of 200 (at an expected indicative saving of circa £6m per annum).

Currently, there are no vacancies across the Service Centres (East and West) albeit new recruits are at differing stages in the recruitment/training programme. Consequently, overtime continues to be incurred during this reporting period to maintain Service Centre performance and is managed through business as usual management arrangements. The trend is now significantly downward as a result of the recruitment and resource management changes described below. In the month of August, 1,616 hours of overtime were used (Police Staff: 1,226/Police Officer: 390) and in September 2,112 hours of overtime were used (Police Staff: 1,233/Police Officer: 879) whilst September shows an increase in overtime spend the overall longer trend continues to reduce. The number of new recruits continues to have a short to medium term impact on overtime spend as they build skill and experience.

3.5 Resource Management

Since the last meeting of the SPA, significant progress has been made to maximise the alignment of available resources with call demand. The enhanced use of resource management forecasting tools, to allow optimal resource management of all available staff and officers to be aligned to 15 minute periods, continues to deliver positive results, as does the previously reported improvements to call routing between the East and West Service Centres.

This process further takes cognisance of major events and the potential impact of those events on call demand and subsequent police incidents. Furthermore, the availability of comparable performance data around grade of service, speed of answer, call handling times and volume of discontinued calls now allows for a far more dynamic resource management approach to match available resource to demand and flex the skills of staff across the country.

3.6 Recruitment

The previous report outlined the success of the recruitment campaign and since April 2015 100 new recruits have commenced their roles as Service Advisors. The success of the recruitment campaign has meant that there are currently no vacancies in the East and West Service Centres. The HMICS Interim Report recommended that Police Scotland accelerate their recruitment of new staff and as a consequence recruitment commences on 26 October 2015, when a further 10 new recruits will join the organisation. A further three courses are scheduled this calendar year with 30 more recruits commencing training. A detailed plan is in place to manage the recruitment of the 75 Service Advisors required to establish the National Virtual Service Centre. This will ensure that all staff are in place prior to any Service Centre staff being released from the current North configuration.

In recognition of the significant number of new recruits and the inexperience of those staff, a Training Academy has been established. Early evaluation has indicated that the creation of the Academy is proving to be highly successful.

The Academy provides a highly structured four week mentoring programme for new staff, which follows strict training criteria with weekly evaluation of their progress, whilst consolidating their training within the Service Centre environment. The Academy alleviates pressures on Team Leaders and established Service Centre Advisors, ensuring that their focus remains on business as usual.

Recruitment processes have commenced within the North to increase the number of Area Control Room Dispatchers in Dundee (13 required) and internal work to consider the rebalancing of police officers across the North.

3.7 Implementation of Stages 5 & 6

The previous report outlined the risks associated with the delays in progressing the change project and clearly articulated that the greatest risk lay with any potential delays.

The consultation process commenced on 28 September 2015 with Group Consultations taking place in Aberdeen, Dundee and Inverness. The Group Consultation concludes on 16 October 2015, and moves to individual consultations which will commence on 16 November 2015 and conclude prior to Christmas 2015. A Business Change Lead (Superintendent) has been appointed to support the change process and he will engage directly with local policing divisions and further support local engagement through Scrutiny Forums to ensure a wider external consultation.

The change process is such that consultation requires to be undertaken with all 242 staff and 84 officers within the current North Facilities.

4 Personnel Implications

4.1 As per the above updates.

5 Legal Implications

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

6 Reputational Implications

6.1 HMICS Assurance Review

As Members are aware, on 31 August 2015 HMICS published the interim findings of their Assurance Review of Call Handling across Police Scotland which was commissioned by the Cabinet Secretary for Justice. The final and more comprehensive report is anticipated by the end of October 2015.

The second phase of the Review has seen HMICS Inspectors carrying out a further series of individual interviews, observing working practices, attending senior management meetings with Local Policing Divisions and wider internal policing functions, as well as meetings with external partners and stakeholders.

7 Social Implications

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

8 Equalities Implications

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

RECOMMENDATIONS

Members are invited to note this update on the progress being made towards C3 integration and re-modelling, together with the measures being implemented to improve business as usual service and performance.