

<b>Meeting</b>	<b>SPA Board Meeting</b>
<b>Date and Time</b>	<b>16 December 2015, 1300hrs – 1545hrs</b>
<b>Location</b>	<b>Tollcross International Swimming Centre, Glasgow</b>
<b>Title of Paper</b>	<b>Police Scotland Contact, Command and Control Update</b>
<b>Item Number</b>	<b>11.1</b>
<b>Presented By</b>	<b>ACC Val Thomson</b>
<b>Recommendation to Members</b>	<b>For Consultation</b>

## **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 (C3IR), together with a number of business as usual issues including performance, absence, recruitment, finance, resource management and the recent HMICS Assurance Review.

## **1 BACKGROUND**

- 1.1 This report provides Members with an update since the last meeting of the Scottish Police Authority on 27 October 2015.

## **2 FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 HMICS Report into Call Handling

As Members will be aware, HMICS published its Independent Assurance Review; "Police Scotland – Call Handling," on 10 November 2015. The report recognised Police Scotland's significant achievements to date in remodelling the national contact, command and control function whilst continuing to deliver a consistently high grade of service. The report detailed 30 specific recommendations which have all been accepted and are now contained within an action plan. Police Scotland has continued to work on the recommendations within a centrally coordinated programme of activity to ensure that they are tasked, managed and delivered in full. A separate report has been submitted to SPA Board Members in relation to this.

- 2.2 Shaping the Future

As previously reported, C3 Shaping the Future is a programme of continuous improvement activity which aims to deliver Police Scotland's vision of 'providing excellent frontline contact services enabling a high quality policing response.' The C3 Shaping the Future Board has been established and meets fortnightly, overseen by the C3 Divisional Commander.

### 2.3 Integration and Re-modelling

The HMICS review recommended that the current position in the East and West of Scotland is consolidated and stabilised in relation to staffing, systems, procedures and processes whilst detailed planning for the previously agreed end state model continues. Consideration is to be given to accelerating the recruitment of staff and the early commissioning of the North area control room in Dundee. The following provides an update on the work currently being undertaken that will assist in meeting this recommendation. It should be noted that no structural or staffing changes will be implemented until the independent assurance, recommended by HMICS is completed and the SPA have approved the proposed changes.

### 2.4 Consultation

Group consultation has been undertaken with all staff affected by proposed changes across each of the C3 Division sites in the North of Scotland. Individual consultation commenced on 16 November 2015. This involves 242 members of police staff and 84 police officers, based in Dundee, Aberdeen and Inverness and is scheduled to be completed in late December 2015.

### 2.5 Dundee ACR

The re-balancing of police officer posts to the Dundee ACR has commenced with the first group of officers (comprising 3 sergeants and 9 constables) having commenced training. The total uplift required comprises 10 sergeants and 36 constables.

Recruitment is underway to ensure sufficient numbers of suitably trained staff are in place within Dundee ACR to deal with any uplift in business subject to approval to proceed to implementation of stages 5 and 6. 89 applications were received for police staff roles within Dundee and those applications have been processed, suitable candidates interviewed, with 18 potentially successful applicants now at the vetting stage.

### 2.6 National Virtual Service Centre

At a meeting of the Human Resources Remuneration Committee (HRRC) on 23 October 2015, the planned structure for the National Virtual Service Centre was approved. This will be progressed to Joint National Consultative Committee (JNCC) and is seen as a key enabler for the remainder of the restructuring programme.

The recruitment of Service Advisors within the Service Centre continues with a number of staff uplifts having taken place as recruitment progresses towards end state numbers. Over 100 new staff have been appointed within the Service Centre and are at various stages of training and development within the Training Academy. A number of offers of employment have been made to successful candidates scheduling their start dates to ensure a full complement of staff for the end state position by 31 March 2016.

## 2.7 North Recruitment

Recruitment continues across the country with progress in the North of Scotland detailed below:

- Dundee Controllers - 18 successful candidates now progressing through the vetting process.
- Temporary Service Advisors, Aberdeen – 8 successful candidates now progressing through the vetting process.
- Temporary Service Advisors, Inverness – 16 candidates progressed to interview which concluded on 21 November 2015
- North Controllers – Sergeant and Constable posts have been advertised with a closing date of 15/12/15

## 2.8 Stage 7 (Systems Procurement)

At the SPA ICT (Information, Communications and Technology) Governance and Assurance Forum on 12 November 2015, Police Scotland reported its intention to seek a Gateway Review of Stage 7 of the C3IR Project prior to releasing an Invitation to Tender (ITT). A Gateway Review would be in keeping with both HMICS recommendations and Police Scotland's own internal guidance and would provide the necessary assurance around readiness to proceed to the next stage of the C3IR Project. Members were supportive of this view.

A Gateway Review has been arranged through the Scottish Government and will delay any ITT and ultimately project delivery by around 15 weeks. The review will provide invaluable independent scrutiny around key elements contained within Stage 7 of the C3IR Project. This independent scrutiny will be further supported by independent legal opinion in relation to the ITT.

## 2.9 Performance/Improvement/Business as Usual

As reported in section 3, the C3 Shaping the Future programme is underway and is the vehicle which enables and delivers all continuous improvement activity within C3 Division.

2.10 The following summary relates to the performance period w/c 5 October to w/c 9 November 2015 (previous SPA Board update covered the period w/c 10 August to w/c 28 September 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 %
05/10/2015	12,994	206	0	12	03:40	94
12/10/2015	12,471	205	5	13	03:27	93
19/10/2015	12,549	194	3	12	03:57	95
26/10/2015	13,038	220	2	12	03:53	95
02/11/2015	12,493	134	1	12	02:43	96
09/11/2015	12,275	121	2	11	03:00	96
<b>Total</b>	<b>75,820</b>	<b>1080</b>	<b>13</b>	<b>12</b>	<b>03:57</b>	<b>95</b>

**Edinburgh Service Centre (999)**

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
05/10/2015	2,939	19	2	5	02:14	95
12/10/2015	2,979	22	2	5	02:04	94
19/10/2015	2,846	11	0	4	01:59	98
26/10/2015	3,503	44	6	4	02:16	96
02/11/2015	3,142	14	0	4	01:49	98
09/11/2015	3,137	19	2	7	02:10	98
<b>Total</b>	<b>18,546</b>	<b>129</b>	<b>12</b>	<b>5</b>	<b>02:16</b>	<b>96</b>

**Glasgow Service Centre (101)**

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
05/10/2015	18,448	156	0	8	02:37	96
12/10/2015	18,430	156	0	8	02:14	96
19/10/2015	17,525	161	3	8	04:06	97
26/10/2015	18,276	158	0	8	03:52	97
02/11/2015	17,582	137	2	7	03:07	98
09/11/2015	17,317	111	2	6	03:07	98
<b>Total</b>	<b>107,578</b>	<b>879</b>	<b>7</b>	<b>8</b>	<b>04:06</b>	<b>97</b>

**Glasgow Service Centre (999)**

Date	Calls Received	Calls Discontinued	Calls Discontinued after 120 secs	Avg Speed Ans (sec)	Longest Wait Time	Grade of Service %
05/10/2015	4,460	16	0	4	01:23	97
12/10/2015	4,606	22	0	4	01:59	96
19/10/2015	4,235	26	0	3	02:00	98
26/10/2015	4,592	24	0	3	01:25	98
02/11/2015	4,543	21	0	3	01:11	99
09/11/2015	4,422	23	0	3	01:32	98
<b>Total</b>	<b>26,858</b>	<b>170</b>	<b>0</b>	<b>3</b>	<b>02:00</b>	<b>98</b>

**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.

2.11 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 August and September is reported as follows:

**North Region October 2015**

Location	101 Calls Received	Grade of Service %	999 Calls Received	Grade of Service %
Dundee	15,747	75%	2794	90%
Aberdeen	28,975	84%	3301	94%
Inverness	14,188	85%	1468	94%

During the month of October the North accounted for 30% of all 101 local calls and 18.5% 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.

2.12 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 expected wait time is unlikely to be met. The figures for the month of October can be summarised as follows;

Inverness to Glasgow: 882 calls  
Dundee to Glasgow: 1,645 calls

### 2.13 Absence

As at 11 November 2015 there were 96 members of staff absent across C3 Division Area Control Rooms and Service Centres. This represents an increase of 8 on the last update on 12 October 2015. This is made up of 22 police officers and 74 members of police staff.

#### Area Control Rooms

There are 19 police officers absent: 3 North (6.98%), 13 East (13.40%) and 3 West (2.54%), which represents an overall police officer absence level of 7.36%. This number shows a slight decrease by comparison to data submitted on 12 October 2015.

There are 35 members of police staff absent: 10 North (6.06%), 12 East (8.11%) and 13 West (6.57%), which represents an overall police staff absence level of 6.85%. There has been no change overall since data submitted on 12 October 2015.

Overall, there are 54 staff members on sickness absence across all Area Control Room sites, which represent a combined absence level of 7.02%. This is a slight decrease from 7.28% as at 12 October 2015.

#### Service Centres

There are 3 police officers absent: 1 North (5.00%), 1 East (4.35%) and 1 West (4.17%), which represents an absence level of 4.48%. This shows a slight decrease from 5.97% on data submitted on 12 October 2015.

There are 39 members of police staff absent: 3 North (4.92%), 20 East (14.18%) and 16 West (8.69%), which represents an absence level of 10.10%. This shows an increase from 7.25% on data submitted on 12 October 2015.

Overall, there are 42 staff members on sickness absence across all Service Centre sites, which represent a combined absence level of 9.27%. This has increased from 7.06% on data submitted on 12 October 2015.

#### 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.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The financial savings of between £5.18 – 6.78 million committed to within the C3IR Strategic Direction, remain on target to be fully realised at end state, however savings identified for this financial year with the remodelling of the North will not be realised until FY 16/17.

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

### **9. EQUALITIES IMPLICATIONS**

- 9.1 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 delivery and performance.