

Meeting	SPA Board Meeting
Date and Time	16 December 2015, 1300hrs – 1545hrs
Location	Tollcross International Swimming Centre, Glasgow
Title of Paper	Police Scotland Response to HMICS Review of Call Handling
Item Number	11.2
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 in relation to Police Scotland’s response to the recently published HMICS Independent Assurance Review, Police Scotland – Call Handling.

1 BACKGROUND

- 1.1 As Members are aware, on 10 November 2015, HMICS published its Independent Assurance Review; “Police Scotland – Call Handling,” within which HMICS detailed 30 specific recommendations. This paper provides an initial update in respect of Police Scotland’s approach to ensuring that these recommendations are implemented in full.
- 1.2 In the Independent Assurance Review, HMICS recognised that work was already being progressed in respect of many of the recommendations given. Since the Review has been published Police Scotland has continued to work on the recommendations and has introduced a framework which will ensure that each recommendation will be successfully managed, governed and delivered in full.

2 FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Police Scotland has accepted and will implement in full, each of the recommendations made by HMICS.
- 2.2 A review of the recommendations shows that they relate to three key, but distinct, areas of Police Scotland business:
 - The C3IR Project;
 - C3 Division (‘Business As Usual’) and
 - Wider Police Scotland Functions
- 2.3 An action plan, which reflects the above categorisation and which details clear ownership in respect of each recommendation, has been developed and will

have been shared with both the SPA Audit and Risk Committee and HMICS in advance of this meeting.

2.4 The action plan contains four key elements:

- a. the **Master Recommendation Tracker**, which details each recommendation and definitive ownership of that recommendation. (i.e. C3 Division BAU, C3IR Project or other Police Scotland Function);
- b. the activity being progressed under '**C3 Shaping the Future**' the means by which C3 Division drives all non project related improvement activity';
- c. the activity being undertaken in respect of the recommendations which pertain to the **C3IR project**;
- d. the activity being undertaken in respect of the recommendations which pertain to wider **Organisational Development**.

2.4.1 In order to bring further structure and clarity with regards to the implementation of the recommendations and improvement activity, each action has been categorised under four key themes:

- People
- Process
- Learning
- ICT

2.5 Police Scotland is acutely aware of the wider public interest in the implementation of these recommendations and the need for appropriate governance and scrutiny in relation to their successful delivery.

2.6 A meeting involving members of the Force Executive and other key members of staff has already taken place, with each recommendation being reviewed in detail. A clear internal structure overseeing the progress of each recommendation has been established.

2.7 The recommendations being tracked under C3 Shaping the Future will be managed via the C3 Shaping the Future Board which meets fortnightly, chaired by the C3 Divisional Commander.

The recommendations which pertain specifically to the C3IR Project will be managed via the C3IR Project Board, which meets monthly, chaired by the ACC 5C.

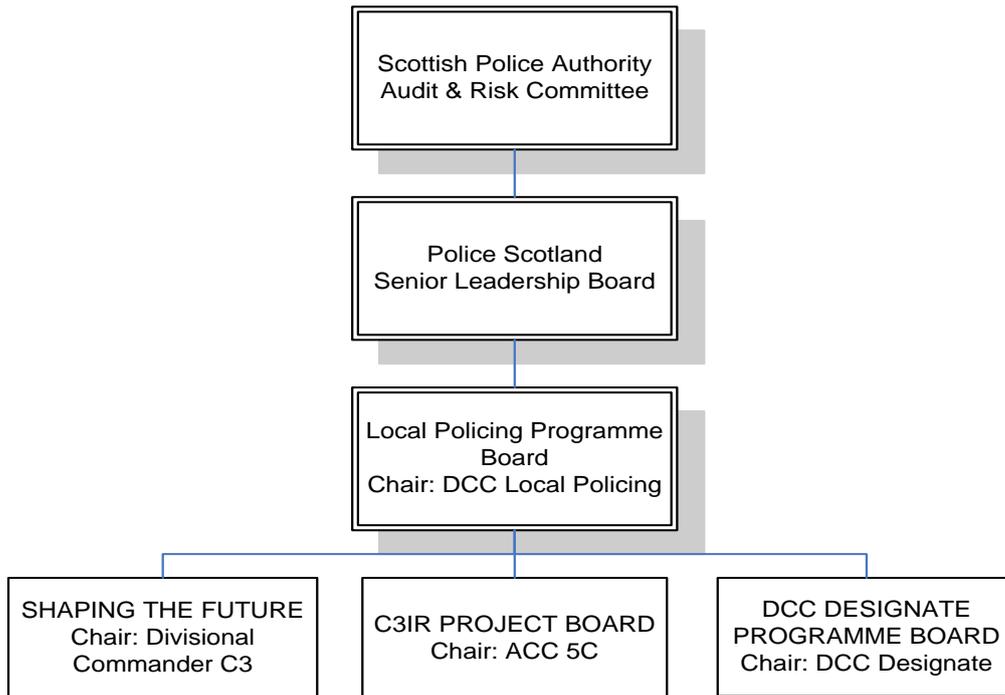
Finally, the recommendations being delivered by wider Police Scotland functions will be managed via the DCC Designate Programme Board which meets monthly and is chaired by the DCC Designate.

2.8 To ensure there is overarching co-ordination of the recommendations as a whole, they will be reported to the DCC Local Policing Programme Board and

thereafter to the Police Scotland Senior Leadership Board, chaired by the Chief Constable.

- 2.9 In order to facilitate appropriate scrutiny and governance it is recognised that Members require to be regularly updated in respect of progress and as such discussion is ongoing with SPA officers to arrange for reporting to the SPA Audit and Risk Committee, enabling full scrutiny at each Audit and Risk Committee meeting.

This governance structure is shown below:



- 2.10 The action plan has been shared with HMICS and a meeting is scheduled to agree the method and timing of updates in this regard.

- 2.11 It is recognised that a number of the HMICS recommendations make explicit reference to the need for there to be independent assurance of certain stages of the project prior to progression or implementation. In light of this, contact has been made with the Scottish Government, Programme and Project Management Centre of Expertise and Police Scotland is in the early stages of commissioning two Gateway Reviews. The full scope of these reviews has still to be determined, however it is intended that both stages 5 & 6 and stage 7 of the C3IR Project will be subject to Gateway Reviews, at the appropriate junctures.

3 FINANCIAL IMPLICATIONS

- 3.1 Recommendation 5 of the HMICS Independent Assurance Review, states that *'Police Scotland should consolidate and stabilise its staffing, systems, procedures and processes in both the 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 in Dundee.'

- 3.2 The Review goes on to recommend that independent assurance should be sought to ensure that this recommendation is fully discharged prior to stages 5 & 6 being implemented. This will delay the release of staff under VR/ER arrangements within the current North facilities and will have a cost implication for Police Scotland.
- 3.3 The Cabinet Secretary for Justice, when commissioning the HMICS review, provided an additional £1.4M in funding to assist Police Scotland in discharging this recommendation and this will alleviate any financial implication from this recommendation during the current financial year. It is anticipated however, that there will be a financial implication into the next financial year as a result of the additional staff that will require to be in place before the independent assurance can be sought. Police Scotland is currently in discussion with SPA and Scottish Government in relation to this.
- 3.4 There will be further spend from the £1.4M to provide additional staff for the Shaping the Future Strategy and Implementation Team. Again this will need to be closely monitored into next financial year when this additional funding is no longer available.

4 PERSONNEL IMPLICATIONS

- 4.1 The HMICS recommendations collectively equate to a significant body of work, and as such a request for additional staff (specifically an Inspector, a Sergeant and two Constables) has been approved, to provide C3 Division with increased support in the oversight and delivery of these recommendations. These officers will work within the C3 Business Change and Co-ordination Unit.

5 LEGAL IMPLICATIONS

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

6 REPUTATIONAL IMPLICATIONS

- 6.1 There are clearly significant reputational implications associated with Police Scotland's ability to successfully implement the HMICS recommendations. This paper, as an initial update advising members as to the approach to implementing the recommendations made, should also provide some reassurance with regards to the rigour which Police Scotland is applying to the implementation and associated governance.
- 6.2 It is also recognised that there is a need to adopt a robust communications strategy, both internally and externally. This is being developed and delivered through C3 Division, supported by a communications officer seconded to C3 for a period of 12 months.

7 SOCIAL IMPLICATIONS

- 7.1 As reflected above, Police Scotland is well aware of the public interest and concern in relation to our call handling. There are therefore clear social implications in respect of this paper, specifically in relation to our ability to successfully implement the recommendations made and to provide information to our own staff and the wider public. This will also be addressed through the C3 communication strategy.

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 initial update in respect of the recently published HMICS Independent Assurance Review of Police Scotland Call Handling, progress against the recommendations of which will be subject to ongoing scrutiny and governance through the Scottish Police Authority Audit and Risk Committee.