

Meeting	SPA Board Meeting
Date and Time	16 December 2015, 1300hrs – 1545hrs
Location	Tollcross International Swimming Centre, Glasgow
Title of Paper	SPA response to HMICS Review of Call Handling
Item Number	11.3
Presented By	Tom McMahon
Recommendation to Members	For Information

PURPOSE

1. To provide Members with an overview of the SPA response to the recommendations within the HMICS Assurance Review of Police Scotland Call Handling (published November 2015).

BACKGROUND

2. The HMICS Assurance Review was directed by the Cabinet Secretary for Justice following the tragic incident involving the deaths of John Yuill and Lamara Bell. The Cabinet Secretary set out expectations of the areas to be reviewed by HMICS. These were:
 - The capacity of the systems and the human resource available within the control centres to manage, receive, answer and prioritise calls;
 - The capability of the systems and suitability of the training provided to those who manage, receive, answer and prioritise calls; and
 - The process within the control room to ensure that all calls are handled and dispatched appropriately.
3. The Assurance Review set out to examine the underpinning elements of leadership and governance, planning and process, resourcing, training and performance in order to assess daily business, the impact of restructuring to date and the wider change programme.
4. This Assurance Review involved HMICS speaking to more staff and conducting more interviews and focus groups than any previous review – the approach adopted included an online questionnaire to provide the opportunity for members of the public and other stakeholders to engage and was complemented by a statistical audit of calls to 999 and 101 numbers.
5. Police Scotland have committed to meeting all of the HMICS recommendations and an Action Plan is being prepared with strategic oversight of implementation to be undertaken by the Authority’s Audit and Risk Committee.

Contact, Command and Control - Key decisions / developments to date

6. In January 2014, the Authority considered and agreed a paper on the strategic direction of Contact, Command and Control (C3) arrangements. This proposal set out a staged programme of rationalisation and change across all service centres and control rooms in Scotland, including transfer and relocation of functions, closures and implementation of new processes and ICT systems.
7. Police Scotland's analysis of the opportunities for change identified that greatest efficiency and effectiveness as being associated with a move to fewer larger and integrated Control Rooms and Service Centres. The proposal to reduce from 11 sites (plus 7 additional mothballed fallback centre) to 5 sites, reflected a balance between the realisation of benefits from rationalisation of site count within the context of constraints associated with retaining the skills of a dispersed workforce, the capacity of existing sites, technical opportunities, business continuity requirements and the operational benefits of operating through Control Rooms in each territorial area.
8. The implementation of the proposal was expected to improve the response to 999 and 101 calls, introduce systems to better assess vulnerability at first contact and fully integrate the Command and Control of officers nationally. The improvements were to assure that the nearest/ most suitable resources respond to incidents and to increase capability to meet the demands of responding to critical and major incidents, irrespective of their location.
9. Following this agreement, C3 has undergone and is still undergoing a significant change programme. This has seen the relocation and transfer of work from the following sites:
 - Dumfries – 27 May 2014
 - Stirling – 27 January 2015
 - Glenrothes – 16 March 2015
 - Glasgow Pitt Street – 16 March 2015
10. The new C3 model is currently being implemented and will consist of three operational sites and a systems support base at the following locations:
 - National Virtual Service Centre – Govan, Motherwell and Bilston Glen
 - West Command Area Control – Govan and Motherwell combined
 - East Command Area Control – Bilston Glen
 - North Command Area Control – Dundee
 - Inverness – National Systems Support Base for C3.
11. In the HMICS interim report on its Assurance Review of C3 (September 2015) one recommendation was made:

'HMICS recommends that Police Scotland should consolidate and stabilise their 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.'
12. Following publication of the HMICS Interim Report, the Cabinet Secretary for Justice made a statement to the Scottish Parliament and provided Police Scotland with an additional £1.4 million in this current financial year to

accelerate the recruitment of new staff. Police Scotland has committed to implementing this recommendation and has also provided updates on progress to the SPA, most recently having submitted a paper to the Authority's public Board meeting on 27 October 2015.

13. Following the publication of the HMICS Interim report a number of engagements between SPA and Police Scotland took place to ensure that the recommendation was being progressed. Having accepted that this was 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. Work to reconfigure and upscale Dundee Area Control Room (ACR) is ongoing.

RECOMMENDATIONS FROM HMICS FOR SCOTTISH POLICE AUTHORITY AND ACTION UNDERWAY

Recommendation 9

Police Scotland and the Scottish Police Authority should urgently review and strengthen their overall approach to programme governance and establish transparent processes for commissioning independent quality assurance reviews for critical stages of all major projects. This should initially focus on improved governance and scrutiny over the C3IR project and independent quality assurance over Stages 5, 6 and 7.

14. SPA update: In addition to meetings of the full Authority and formal SPA committee structures (the C3 Improvement Plan will be overseen by the Authority's Audit and Risk Committee), there are supporting working groups, attended by members of SPA and officers from both SPA and Police Scotland, which are critical to maintaining oversight of the transformation of policing. In the C3 context these are the Business Change and Transformation Working Group and the ICT Scrutiny and Governance Forum. SPA officers also attend and contribute to all Police Scotland business and project governance committees to ensure targets are tracked and delivery maintained. The operation of existing governance structures and the systematic provision of independent quality assurance to support effective scrutiny are issues which will be examined as part of the SPA Chair led Review of Policing Governance. With regards to securing independent quality assurance over Stages 5,6 and 7 of the C3IR project, this is the subject of ongoing engagement between SPA and Police Scotland counterparts with guidance and support from HMICS.

Recommendation 18

Police Scotland and the Scottish Police Authority should implement strengthened ICT governance and independent quality assurance reviews for key deliverables within Stages 5, 6 and 7 of the C3IR project.

15. SPA update: This is the subject of both the SPA Chair led Review of Policing Governance and ongoing engagement between SPA and Police Scotland

counterparts with guidance and support from HMICS.

Recommendation 22

Police Scotland should improve financial management and reporting for the C3IR project. The Scottish Police Authority should consider the level of scrutiny and due diligence applied to change project budgets and projected financial benefits. Identification of explicit savings against project costs (both revenue and capital) should be regularly monitored as part of business case review and overall benefits reporting.

16. The operation of existing SPA governance structures and the provision of appropriate data (financial and operational) to support effective scrutiny are issues which will be examined as part of the SPA Chair led Review of Policing Governance.

Further work underway on monitoring C3 performance

17. Since May 2015 Police Scotland have undertaken weekly reporting of Contact, Command and Control in Bilston Glen and Govan. This has been submitted to the Scottish Police Authority who have undertaken assurance checking of the data provided and a report of this has been forwarded to the Scottish Government and shared with the Cabinet Secretary for Justice.

18. The weekly reports have provided assurance that:

- Both "999" and "101" call-handling service delivery meets national Police Scotland performance targets.
- Resource levels at each service centre are sufficient to meet call demand (taking into account planned absences - sickness absence, annual leave, public holidays, etc.).

19. SPA officers are engaged with HMICS, Scottish Government and Police Scotland counterparts to further develop C3IR performance reporting. The following recommendations from the HMICS report are relevant:

Recommendation 2

Police Scotland should review and identify any learning around 999 call performance that can be taken forward into the planning and governance of Stages 5, 6 and 7 of the C3IR project. This should include continued proactive engagement with BT to monitor 999 performance immediately prior to and during the implementation of these critical stages.

Recommendation 3

Police Scotland should develop a balanced performance management framework for C3 Division which aligns to both organisational and divisional strategic objectives. This should include qualitative, cost and outcome measures.

Recommendation 18

Police Scotland and the Scottish Police Authority should implement strengthened ICT governance and independent quality assurance reviews for key deliverables within Stages 5, 6 and 7 of the C3IR project.

Recommendation 26

Police Scotland should establish a Quality Assurance Framework as soon as possible. This should include regular call audits undertaken by the Quality Assurance Unit and the results shared with the Scottish Police Authority and local policing scrutiny committees.

20. Work is underway to set up a workshop for SPA, HMICS, Police Scotland and Scottish Government officers to agree how best to develop C3IR performance reporting and analysis. This is expected to take place in the coming weeks. In the meantime, performance reporting will continue in the previously agreed format.

21. The aim of the workshop will be:

- to identify and agree the information to be collected and reported
- to agree reporting methods and frequency
- to consider and agree action to be taken where there is a negative change in performance

Recommendation

22. It is recommended that SPA members note this update.

SPA Strategy and Performance