

Meeting	SPA Board Meeting
Date	26 June 2019
Location	Pollock Halls, Edinburgh
Title of Paper	Committee and Working Group Reports
Presented By	Committee and Working Group Chairs
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To provide the Board with an update on business progressed through the:

- A. Contact Assessment Model (CAM) Working Group
- B. Resources Committee

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Committee	Chair	Date	Page
CAM Working Group	Martyn Evans	10.06.19	3
Resources Committee	Elaine Wilkinson	11.06.19	10

**Chair's report from the CAM Working Group
Chair – Martyn Evans**

Meeting held on 10 June 2019

1. Background

The Contact Assessment Model (CAM) Oversight Group is an advisory forum to the SPA and its role is to provide a holistic approach to governance and assurance of CAM preparation and implementation. It is chaired by a SPA Board member. The Group includes the relevant Police Scotland C3 senior officers, HMICS, Scottish Government and two additional SPA Board members. The SPA provides the secretariat and senior member of SPA staff is an advisor and Group member.

2. The Group was established at the 22 May SPA Board meeting. At that meeting the Board considered a detailed report on the planning and roll-out of CAM. The overarching aim of CAM is to improve Police Scotland assessment of calls from the public and then despatch of police officers in order to ensure that Police Scotland meets the individual needs of every 999 and 101 caller.

3. The new method of assessing calls is the next step in the development of call handling services and was a recommendation made by HMICS in their 2015 Independent Assurance Review into Police Scotland call handling in which it recommended that Police Scotland adopt a more formalised risk and vulnerability assessment model for service advisors.

4. Outcomes

The outcomes sought from this significant change to police 999 and 101 call handling are:

- An enhanced assessment of the individual needs of each caller underpinned by a focus on threat, harm, risk and vulnerability
- Identification of the most appropriate and proportionate response to every contact
- An empowered and enabled workforce
- Improved management of demand
- Improved staff well-being

5. Meeting of the Group

The Group Chair held a pre-Group meeting on 30 May with ACC Higgins and senior staff of C3 and CAM project planning. This pre-Group meeting established the initial reporting paperwork for the Group and a range of key issues to be addressed via the first agenda.

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6. The Group met on 10 June. It reviewed and then agreed its Terms of Reference. The Group reviewed in turn and in detail the following areas:
 - The significant changes planned
 - The planning methodology and paperwork
 - Internal and external communication plans and activity
 - The risks and mitigation of those risks and
 - The internal and external evaluation processes.
7. The group reviewed the detailed project planning for CAM under five headings
 - People
 - Process
 - Communication and Engagement
 - ICT
 - Assurance Activity
8. The benefits and outcomes of the project are clearly articulated. The Group paid attention to all the aspects of project planning. It also discussed the formal relationships and IT/telephone transfers to NHS Board services. It was particularly focused on assurances around ICT preparation and people.
9. The CAM project gives staff and officers greater discretion under what is called the "THRIVE" model. The aim is to allow call handlers to make decisions that reflect the harm, risk and vulnerability of the caller. This change sought in the standard operating procedures around discretion in call handing offers significant public benefit. The information provided through this enhanced assessment will be used to determine the most appropriate and proportionate police response when the service is contacted by a member of the public.
10. The programme is supported by a significant programme of staff training, and targeted risk management and mitigation. The Group viewed the 'noticeable incident' logs and procedures and will review these as the evaluation proceeds. The Group toured the relevant call handing and resolution centres and spoke to a number of front-line staff.
11. Evaluation

The Group reviewed the range of management data that would be collected in order to give both managers and the oversight Group evidence of the progress being made in the implementation of CAM. This data will be a critical element of the oversight by managers and the Group of this challenging project. The SPA will be given the data on a weekly basis and the Group will review the data at each meeting. The senior officer responsible for C3 overall agreed to

provide exception reporting on a regular basis outwith the Group meeting cycle for any significant issues. The SPA staff member similarly agreed to provide exception reporting on the data she will receive.

12. Police Scotland will commission an independent evaluation of the implementation of CAM. The Group advised this commissioned evaluation be started urgently. HMICS advised that it would also conduct a review of CAM implementation. There was a discussion of the timetable for further roll out from the initial pilots and whether there was sufficient time to learn the lessons of the pilot prior to further roll-out.
13. Productivity gains
The Police Scotland planning predicts a fully implemented CAM will result a productivity gain of approximately 540 police officers' hours per day. This significant anticipated benefit will be realised in local police divisions. The oversight and evidence for these gains (and the additional police office time required in CAM related call handing/response) rest in greater part with the SPA Resources Committee. The Chair of that Committee and the Chair of the Group have agreed a process to ensure this particular issue is scrutinised at greater length in co-operation between the Committee and the Group.
14. Assurance for the Chief Constable
The Chief Constable is responsible for making the final decision to 'go-live' on the initial phase of the project. The Group reviewed the assurance preparedness of the project. 23 'assurance certificates' are required to be signed off by different senior responsible staff in Police Scotland to allow a go-live decision. This level of assurance is proportionate to the complexity and risks of the CAM project. The Chief Constable has given his approval and CAM went live on 12 June.
15. Summary of first meeting
The Group discussed its overview of its first meeting at the end of the process. It came to the following preliminary view for the SPA Board:
 - The CAM planning is at an appropriate level of complexity and thoroughness.
 - The written assurance sought on 23 specific and critical issues from named senior Police Scotland staff prior to CAM 'go-live' is proportionate. This allows the Chief Constable's 'go-live' decision to consider the full planning process and readiness.

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- The commissioned and the external HMICS evaluation processes and internal data matrix should allow both management and Group oversight of (and insight into) the pilot to be effective.
- The risks of the CAM project are proportionate to the public benefit gains. From the brief tour and conversations with staff at the various call handling and resolution teams the Group took the view that there was a positive anticipation of the CAM pilot from the staff spoken to.
- The risks of the CAM project cannot be completely eliminated. The mitigation plans are proportionate. However, the Group will have a particular focus on the 'people issues', notable incidents, call waiting and caller feedback.

Appendix One

Scottish Police Authority Contact Assessment Model (CAM) Oversight
Group - Membership

Martyn Evans, Chair of Oversight Group and SPA Board Member
Eleanor Gaw, Community Accountability Lead, SPA
Clair Henderson, Head of Strategy and Collaboration, Police Division, SG
Ch. Supt David McLaren, Local Policing programme, Police Scotland
Ch. Supt Roddy Newbigging, C3 Divisional Commander, Police Scotland
Laura Paton, Lead Inspector, HMICS
Mary Pitcaithly, SPA Board Member
Caroline Stuart, SPA Board Member
Chief Inspector Ramsey Wilson, Local Policing Programme, Police Scotland
Supt Alan Wright, Contact Assessment Model Project, Police Scotland

**CONTACT ASSESSMENT MODEL (CAM) OVERSIGHT GROUP
TERMS OF REFERENCE
(Version 1.0 – Agreed at the meeting of group on June 10 2019)**

ROLE OF THE GROUP – To be an advisory forum to the SPA Board and provide oversight and scrutiny of the preparation and implementation of the Contact Assessment Model (CAM) with a particular focus on the programme & change management processes, Police Scotland governance and assurance arrangements and the evaluation of the impact made by the revised call handling model against the benefits described in the business case. This will enable the SPA Board to receive assurance that there are strategic “lines of sight” across all areas of CAM implementation during the phased roll out.

The forum will enable the Authority to receive formal updates on progress against project plans and milestones and the ongoing communications and engagement activities carried out by Police Scotland. It will allow exception reporting on CAM implementation.

The forum will be member-led and attended by Police Scotland. HMICS and Scottish Government will attend, however, not in an authorising capacity. It will be a short to medium-term forum for the duration of the CAM implementation phase until CAM has reached steady state and the benefits have been realised.

BUSINESS PROCESS

- CAM performance will be reported monthly in the implementation phase, enabling meaningful trend analysis, benchmarking and assessment of business benefit realisation.
- CAM agenda items for discussion will align to future Board meetings where updates will be provided.

KEY AREAS OF GOVERNANCE AND ASSURANCE TO SPA BOARD

- Overall CAM Change Programme assurance
- CAM Risk Management assurance
- C3 Performance assurance and reporting of significant performance variation/trigger-points requiring action
- Review performance indicators that cover both operational C3 performance and corporate functions
- Updates on CAM internal and external stakeholder related communications and engagement

KEY MONTHLY TASKS

1. To review overall CAM implementation phase progress, associated milestones for completion, appropriate SPA governance and oversight and identified critical path dependencies.
2. To review monthly CAM and wider C3 performance data and information.
3. To review delivered and planned communications and engagement activities.

OUTCOMES SOUGHT BY THE GROUP

1. A shared understanding between SPA, PS, SG and HMICS of how identified risks and issues around CAM implementation phase programme assurance and governance are being addressed.

2. Levels of confidence that:

- CAM implementation phase project identified risks are being monitored and managed appropriately
- CAM implementation is sufficiently robust to move to wider implementation

3. Levels of confidence that:

- CAM and C3 business-as-usual performance is stable and that there is a robust process to ensure that any significant variation is identified, escalated and mitigated appropriately;
- Issues raised as a result of continuing PIRC investigations/ HMICS' visits are acted upon, with evidence of organisational learning;
- Key CAM programme milestones are supported by a realistic implementation plan with clear quality assurance and relevant decision points;
- CAM and C3 has long-term stability and is a sustainable model, with regard to its people and supporting infrastructure.

Chair's report from the Resources Committee
Chair – Elaine Wilkinson

Meeting held on 11 June 2019

1. The Resources Committee met on 11 June. The Committee considered a number of matters, including the Initial Business Case for the Digital Enabled Evidence Sharing Capability, the Full Business Case for Transforming Corporate Support Services and a briefing on the preparations for inputting to the next spending review.
2. The Committee received an update on the provisional end of year out turn which indicated that the end of year position for both revenue and capital would be as previously projected.
3. The Committee discussed a presentation on the planned capital spending profile for 19/20 and noted that the phasing was more evenly spread throughout the year in comparison to 18/19 which had seen a considerable spend in month 12.
4. Members discussed the plans for revising the 3 and 10 year financial strategies and noted key linkages to the DDICT Replan Estates Plan, Fleet Plan and the Workforce Plan which are all being developed.
5. Members noted an update on the number of ill health retirements and injuries on duty in 2018/19 and suggested that consideration of these might be better placed elsewhere in the governance arrangements.
6. The Committee moved into private session and approved for recommendation to the SPA Board a number of proposed contract awards for:
 - a. Microsoft Enterprise Agreement
 - b. Private Premises Board Up Services
 - c. Supply and Delivery of Body Armour
 - d. Provision of vehicle Fuel Cards
 - e. Telecommunications lines and call package

All contracts were approved for recommendation to the Board, subject to the inclusion of a number of points raised by Members that strengthened the rationale for the contract awards.

7. The Committee considered proposals for two Community Asset Transfers of Police Offices which had been recommended for closure

in Carnoustie and Dornoch. Both cases had considerable community benefit and the Carnoustie proposal was noted as the first example of delivery following approval of the new Estates Strategy, as the Police Service were vacating the former police office to collocate with Angus Council. Both proposals were approved for recommendation to the SPA Board.

8. The Committee received an update on the work to review the provision of local soft facility management contracts. Members noted ongoing engagement with local authorities and highlighted the importance of these relationships. It was noted that no staff members would be detrimentally affected by the proposed changes and that learning had been taken from a similar process undergone by the Scottish Fire and Rescue Service. Members also noted the need to consider the differing impact between urban rural and island communities. Members asked that a firm proposal be brought back to the Committee prior to any contract award?
9. Members were given a briefing on the Outline Business Case for the development of a Digitally Enabled Sharing Capability to enable the justice system to adapt to the increasing volumes and use of digital evidence.
Members fully supported the direction of travel and recognised the need to transform the current process. It was noted that this project was an enabler for a number of future developments across the justice system. Members advised that the FBC would need to include examination of the fuller costs and benefits profile and also should examine data security, ethical and privacy issues.
10. Members discussed the financial implications of the additional operational capacity required to meet the requirements of Brexit and the need to be able to evidence best value in relation to these costs, particularly during times when officers are stood down from Brexit related duties.
11. Members examined in detail a submission which outlined the key messages that the SPA would convey to SG colleagues in relation to the future capital and revenue allocations across the policing system after the upcoming spending review. Members noted the proactive approach being taken, the clarity of the material and the alignment to government priorities.
12. Members noted an update on the delivery of the Police Scotland People Strategy which featured progress against a number of initiatives which would be rolled out in the future.

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13. Members received a brief update on progress to develop a workforce plan for Police Scotland. Members expressed disappointment that momentum appeared to have been lost and again highlighted the vital importance of developing a comprehensive plan in the coming months.
14. The Committee considered a report from HMICS on productivity gains and changes in the complement of the police officer cohort. It was agreed that a more system wide approach to benefits realisation, productivity, capacity generation and financial sustainability would need to be developed and that the workforce plan was key to this.
15. Members noted an update on Police Scotland HR performance reporting and were assured that future reports would include trend information over a four year period.
16. Members noted that the SPRM appeals process was open and that there would be a summary report once the appeals window had closed. Members asked that future updates provide information on high risk areas and implications for the business.
17. The Committee discussed options for commissioning a Staff Survey across Police Scotland, SPA and Forensics staff groups and the intention to go out to tender in the summer months with a view to conducting the survey in late autumn.
18. The proposed Transforming Corporate Support Services Full Business Case and Year 1 implementation Plan was represented to the Committee and discussed at length. Key information requested at the previous committee meeting had not been included in the report to the Committee. Again, Members were fully supportive of the Target operating Model (TOM), however it was agreed that further detail should be provided on the options to deliver that model in particular the resourcing options which may reduce the professional services and other non-pay costs to implement the change required. Further detail was also requested on the timelines and deliverables which would provide benefit across the programme and further detail on the changes in non-pay expenditure. It was suggested that presenting a delivery roadmap and a narrative around the risks would be helpful. Members agreed to hold a work shop with the TCSS team prior to the next resources Committee in order to support the next submission.

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19. An update on change portfolio benefits tracking was noted and a report on change control including the quantification of the approved changes was requested to be brought back to the Committee at the next meeting for discussion.