



Meeting	Policing Performance Committee
Date	16 March 2023
Location	Video Conference
Title of Paper	HMICS Assurance Review of PS Contact Assessment Model Inspection (9/22) - Police Scotland Improvement Update
Presented By	CSU Paul Wilson
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A – Improvement Plan

PURPOSE

The purpose of this paper is to provide members with an overview of the undertaken and planned improvement activity in response to findings of the recent HMICS CAM Assurance Review 2022.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 In 2022 HMICS conducted a review focusing on the operational impact of the Contact Assessment Model (CAM), implementation of which commenced in June 2019.
- 1.2 While this review focuses on CAM, HMICS have closely monitored the progress Police Scotland have made on call handling since the tragic incident involving the deaths of John Yuill and Lamara Bell and the subsequent direction by the Cabinet Secretary for Justice for HMICS to conduct enquiries that have led to five reports containing a total of 38 recommendations.
- 1.3 The introduction of CAM was intended to be a new means by which Police Scotland would manage requests for police assistance from the public and from other agencies. CAM was introduced following a recommendation made by HMICS in 2015 that Police Scotland should adopt a more formalised risk and vulnerability assessment model, such as the THRIVE model used by several police forces in England and Wales.
- 1.4 HMICS have acknowledged the adverse impact that the coronavirus pandemic has had on realising the potential benefits of CAM however rightly recognise the importance of taking the opportunity to look at how effectively CAM is delivering against the strategic benefits identified by Police Scotland in the initial business case.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 In the Review, HMICS acknowledge that no other area of operational policing has received such sustained levels of scrutiny, however have commended Police Scotland for the effort and sustained improvements made in driving forward change and being awarded the prestigious Campbell Christie Public Sector Reform Award.
- 2.2 The findings of the review are positive and endorse the concept and ambition of CAM, while still identifying a number of recommendations and areas for improvement as detailed below.
- 2.3 **Recommendations**
The HMICS report ([HMICS Assurance Review of Police Scotland Contact Assessment Model](#)) contained 8 recommendations:

Recommendation 1

Police Scotland should demonstrate that the management of Local Policing Appointments ensures the public receives a consistent level of service across Scotland.

Recommendation 2

Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.

Recommendation 3

Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored.

Recommendation 4

Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.

Recommendation 5

Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident.

Recommendation 6

Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency.

Recommendation 7

Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles.

Recommendation 8

The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review.

2.4 Areas for development

The HIMCS report also detailed 5 Areas for Development (AFD):

Service Delivery

- Police Scotland should implement a refreshed communications and engagement plan for Local Policing officers and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required.
- Police Scotland should ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also essential that any such appointments are met, to avoid, where possible, the victim disengaging.

THRIVE assessments

- Police Scotland should include THRIVE training on the First Line Manager and Operational Command training courses.
- Police Scotland should ensure that when an incident is being transferred to another department, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded.

Demand

- Police Scotland should capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3 performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored.

Partnership working

- Police Scotland should establish indicators that will measure the effectiveness of its partnership working arrangements in relation to delivering CAM benefits.

Workforce

- C3 Division should seek to improve staff survey submission rates, to reap the maximum benefits.
- Police Scotland should continue to enhance a culture of learning and continuous improvement among its officers and staff.
- Police Scotland service advisors and C3 Division staff should receive enhanced mental health training, including awareness of the Distress Brief Intervention.

2.5 Response

In response to the findings and recommendations, key stakeholders within Contact Command and Control Division (C3) engaged with Governance, Audit and Assurance (GAA) resulting in an Audit Management Officer being appointed to assist. It is noted that the Review of CAM contains complexity as it cuts across several business areas, including Crime, Digital, Local Policing and Data and Performance.

2.6 Improvement Plan

A detailed Improvement Plan (Appendix A) has been created to address the specifics of the HMICS recommendations. This plan highlights the intended actions, impacts, key considerations in terms of how Police Scotland will achieve the actions, target dates, progress updates and action owners.

2.7 Timescales and Dependencies

It is acknowledged that some of the timescales may seem lengthy to members, however, this is primarily due to the complex and interdependent nature of the recommendations and action required. In addition, the delivery of the Modernised Contact and Engagement (MCE) Programme and the Contact Engagement and Resolution Project (CERP) will have a positive impact on the delivery of the recommendations. Therefore these enabling projects are key dependencies and will determine the timeline of some recommendations.

2.8 Approach

Police Scotland's approach will be to use their Product Design Framework, which focuses on the ***gathering of requirements, engagement with key stakeholders, design with the use of benchmarking and early policy development, followed by delivery and evaluation, using the Evaluation and Review Framework***, to ensure a consistent approach to each recommendation.

2.9 Governance Arrangements

A CAM Inspection Tactical Group has been established which is chaired by the Commander of C3 Division. Membership of the group includes representation of the different business areas across C3 – Service Centre, National Systems Support, Operations, Resolution Team, Governance & Improvement, and Learning & Development – along with representatives from COS, Crime Registrar, MCE/CERP, LTD, DPU, PPCW, Corporate Services, Corporate Communications and Strategy & Analysis.

2.10 The Tactical Group will ensure the appropriate tasking and delivery of all recommendations and areas for development. Members will be responsible for reporting progress to the CAM Tactical Group on a monthly basis. The Tactical Group reports directly to ACC Local Policing North & C3.

2.11 Prioritisation Plan

A prioritisation plan of short, medium and long term actions in respect of each of the recommendations has been completed, in order that early improvements to the here and now can be made wherever possible. As acknowledged earlier in the report, some of the recommendations are dependent on the delivery of the MCE and CERP Projects.

2.12 Given these dependencies, relevant members from MCE/CERP are key members of the Tactical Group, to ensure co-ordination and due consideration of the CAM review as each of the projects progress.

2.13 Opportunities

Police Scotland recognises the opportunity that the CAM Assurance Review Recommendations presents. This includes enhanced training and support for staff, greater coordination and clarification of working practices, including partnership arrangements and utilising updated ICT systems, and will result in an improved service level to the public.

2.14 HMICS Response

On 6th March 2023, Police Scotland provided a formal response to HMICS regarding the CAM Review, along with a high level plan of proposed action.

2.15 Next Steps

The Tactical Group are now being tasked to develop delivery plans for each of the recommendations. Further progress updates can be prepared for members on request.

3. FINANCIAL IMPLICATIONS

3.1 MCE/CERP have undergone a full financial assessment as part of their Full Business Case (FBC), and although both projects are dependencies to the delivery of the CAM review recommendations, there are no presently identified financial implications connected to the delivery of the recommendations.

4. PERSONNEL IMPLICATIONS

- 4.1** While it is assessed that the CAM Assurance Review recommendations should be achievable utilising existing resources, the wider personnel implications are broadly positive. They include the upskilling of staff in C3 and beyond and the creation of a more efficient and effective working environment in which colleagues can provide an enhanced service.

5. LEGAL IMPLICATIONS

- 5.1** There are no legal implications with this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1** There are reputational implications associated with this paper. Failure to address the recommendations could result in a loss of confidence and thereby reputational issues for Police Scotland.

7. SOCIAL IMPLICATIONS

- 7.1** There are no social implications associated with this report.

8. COMMUNITY IMPACT

- 8.1** The improvements delivered by these recommendations will undoubtedly improve the service to the public and therefore the communities Police Scotland serves.

9. EQUALITIES IMPLICATIONS

- 9.1** EqHRIAs will be developed as required as new processes are developed to address the recommendations.

10. ENVIRONMENT IMPLICATIONS

- 10.1** There are no direct environmental implications.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

HM/CS Assurance Review of Police Scotland Contact Assessment Model August 2022 Recommendation	Risk Exposure	Action to be taken	Owner	Impact	Target Date	Updates
1 - Police Scotland should demonstrate that the management of Local Policing Appointments ensure the public receives a consistent level of service across Scotland	Medium	1.1 Conduct a review of LPA arrangements across the force. 1.2 Identify standards of service/areas for improvement to increase standardisation across PS for the management of LPA's. 1.3 Conduct research to identify training products to promote awareness of LPA expectations. 1.4 Implement a refreshed communications and engagement plan for Local Policing officers and staff, and for local partners, to ensure the CAM model is understood and that experience is being shared as required. 1.5 Ensure that where Local Policing Appointments are used in more complex public protection areas of work such as domestic abuse, they should occur as soon as possible following the report of an incident. It is also essential that any such appointments are met, to avoid, where possible, the victim disengaging.	Superintendent Contact Engagement and Resolution Project (CERP)	Improved understanding for Police Scotland policy makers to enable consistent service delivery. Improved awareness, including of expectations, for internal stakeholders and the public. Improved service delivery to the public and more effective deployment of officers.	November 2023	Review in progress by CERP and RT and areas from improvement will be identified following completion. Training Needs Analysis (TNA) completed and broader research ongoing to identify training products and provide options and recommendations in relation to training requirements. A refreshed communications piece is being prepared by C3 RT for Local Policing (LP) officers and engagement with LP Senior Management Team (SMT). Corporate Communications team engaged and assisting. Collaboration between PPU's, C3 Learning Academy, C3 RT and CERP ongoing to ensure a national approach from C3 in relation to relevant crime types. Bespoke training being formulated.
2 - Police Scotland should broaden the training and support provided to service advisors, by including inputs from specialists, to enable them to better consider investigative opportunities, vulnerabilities and engagement within their THRIVE assessments.	Medium	2.1 Review Training Needs Analysis (TNA) to identify areas for skills enhancement. 2.2 CERP to engage with C3 management to identify core and specialist training requirements for service advisors. 2.3 Develop a range of training inputs to enhance skills of service advisors-including annual refresher and signposting. 2.4 Develop processes in line with national guidance to evaluate the impact of the specialist training inputs. 2.5 Engage with LTD to explore opportunities for THRIVE training on the First Line Manager and Operational Command training courses. 2.6 C3 Division EDBI Department progressing work streams to review and improve holistic cultural changes in managing contact with public into C3	Superintendent Contact Engagement and Resolution Project (CERP)	Improved training of service advisors to enable more effective THRIVE assessments and subsequently improved service delivery, in particular in relation to specialist investigations.	November 2023	TNA completed and CERP have been working with C3 management to identify specific training and support needs for SAs. Structure and delivery plan for THRIVE refresher training has been proposed by CERP and submitted to C3 SMT. Once agreed will be submitted in to SC initial course. Specialist inputs will be explored to ensure inputs are appropriate and serviceable.
3 - Police Scotland and the SPA should capture the failure demand rate through the C3 and force performance framework and outcomes, to ensure the quality of service delivered to the public through CAM is monitored.	Medium	3.1 Define 'Failure Demand' within Police Scotland. 3.2 Consider how 'Failure Demand' can be enshrined within C3 and the wider context to ensure consistency. 3.3 Consider improvements to crime recording with the COS rollout and Unifit to improve SCRS compliance. 3.4 Revise C3 daily/weekly/quarterly performance reports to include failure demand metrics. 3.5 Develop processes to ensure that when an incident is being transferred within Police Scotland, a thorough THRIVE assessment should be provided, along with the rationale for the incident being re-graded. 3.6 THRIVE training to be given Force-wide.	Chief Inspector C3 Governance and Improvement	Improved service delivery to the public. Improved deployment of police resources. Enhanced performance monitoring.	May 2024	C3, DPU and CERP collaborating on defining Failure Demand and will consult with HMICS to agree definition. SPA Policing Performance Committee will seek inclusion of specific C3/CAM metrics in quarterly report. C3 analyst engaging with DPU to create methodology using crime survey results and subsequently implement metrics. CERP working with DEPP COS to ensure DCR captured to generate meaningful MI re RT performance and aid QA.
4 - Police Scotland should review the working practices and training within the Resolution Teams, particularly in relation to direct crime recording, to provide a more victim-orientated approach and to reduce the number of crime reports being returned to Local Policing Divisions or to other areas for completion.	Medium	4.1 In collaboration with RT management conduct an analysis of RT activity to better understand the current functions and demand within RT. 4.2 Engage with C3 Training to develop a bespoke training course for Resolution Team Assistants. 4.3 Develop processes to capture the number of incidents dealt with in their entirety by the Resolution Teams, through the C3 performance framework and outcomes, to ensure their impact on reducing demand in Local Policing is monitored. 4.4 Consider links with Crime Audit Tactical Group. 4.5 Review N Div. Pilot in relation to victim-led work in relation to ongoing work with the C3 Procedures Guide. 4.6 Progress work with proportionate response to crime investigation paper 4.7 Progress work with retail crime investigation and outsource to external agencies 4.8 PPCW Division to provide paper to group for trauma informed policing work ongoing 4.9 Strategic assessment of demand from rural locations and bespoke arrangements to facilitate good practice	Chief Inspector C3 Resolution Team	Reduction in duplication and repetition providing improved service delivery to the public. Reduction in duplication allowing more efficient processes and use of Police Scotland resources.	November 2023	CERP and RT conducting collaborative analysis. Ongoing research in to training with TNA complete - identifying content for new starts and upskilling experienced staff. Work ongoing to create meaningful performance statistics and PowerBI dashboard analytics to interrogate and assist continual improvement. Work being supported by C3 and DPU.
5 - Police Scotland should take steps to ensure staff within Area Control Rooms, Service Centres and Resolution Teams are diverting incidents to partner agencies, whenever that agency is better placed to deal with the incident	Medium	5.1 PPWW to review ongoing work with COSLA and SOLACE. 5.2 Explore opportunities to enhance the awareness of service advisors and RT in relation to signposting callers towards relevant support agencies, updating C3 guidance as relevant. 5.3 Review training provided to police staff working in the Service Centres and those involved in direct crime recording to ensure that they are appropriately trained and supported to be able to correctly identify and record incidents, crime types and the most appropriate disposal. 5.4 Ensure training for Service Centre staff includes direction that when SAS contact PSDS to attend due to lack of resources, that SAs confirm SAs have completed an initial clinical and medical assessment prior to calling police and include this information in the THRIVE assessment. 5.5 Consider opportunities for service advisors and C3 Division to receive enhanced mental health training, including awareness of Distress Brief Intervention. 5.6 Consider the Phase 2 Mental Health Pathway evaluation report and continue with ongoing work to evolve and develop Phase 1 of the pathway. 5.7 Monitor call diversion statistics and develop improvement actions to ensure effective signposting. 5.8 Review findings from the Mental Health in Policing Inspection to fit wider strategic needs.	C3 Divisional Commander	Enhanced service delivery to the public in ensuring the correct agency responds to calls for service. Reduction in demand shift to Police Scotland therefore enhancing the efficient use of police resources.	November 2023	CERP exploring opportunities to enhance the awareness of SAs and RT in relation to signposting of callers to relevant support agencies. Bespoke training and awareness raising for RT staff in relation to fraud, cybercrime and DBI. Evaluation of training under way. C3 Analyst supporting SC to develop recording mechanisms in relation to call diversion.
6 - Police Scotland and the SPA should progress the engagement with Scottish Government and other strategic partners to ensure service users are being supported by the most appropriate agency	Medium	6.1 Engage with the SPA to define the parameters and approach to Scottish Government. 6.2 As part of PS approach to resource and demand management, engage with Strategy, Insights and Engagement to ensure that CAM management information is included within further engagement between Police Scotland's senior leaders and key partners to set out the realities and decisions made as to where police will no longer continue to attend certain incidents.	C3 Divisional Commander	Enhanced service delivery to the public in ensuring the correct agency responds to calls for service. Reduction in demand shift to Police Scotland therefore enhancing the efficient use of police resources. Improved management information to support improvement action to ensure effective signposting / diverting of calls for service to appropriate agency.	November 2023	The SPA, through Policing Performance Committee, continue to focus on understanding demand and vulnerability. Further detail will be considered in relation to MH demand and actions being taken to address this through partner collaboration and onward referrals. The SPA hosted a MH Demand conference in December 2022 to start a wider conversation with strategic partners on this issue. PS & SAs currently working in collaboration to introduce a new national Direct Contact From Scene (DCFS) protocol with a pilot running from 18th January to 15th February.
7 - Police Scotland must improve the resilience and capability of its core police ICT systems to ensure C3 Division staff have efficient access to the information required to perform their roles	High	7.1 Deliver ICT improvement plan across C3 7.2 Review communications and engagement plan 7.3 C3 Division should develop approaches to improve staff survey submission rates, to reap the maximum benefits. 7.4 Police Scotland should explore opportunities to enhance a culture of learning and continuous improvement among its officers and staff. 7.5 Police Scotland service advisors and C3 Division staff should receive enhanced mental health training, including awareness of the Distress Brief Intervention. (CERP have queried 7.5, suggesting it does not fit in this recommendation.) 7.6 Refresh and improve the SMART DIARY application.	CTO Digital Division	Improved efficiency and effectiveness of police resources providing service and subsequently enhanced service to the public.	May 2024	MCE is a collection of project which will deliver the Contact and Engagement Strategy, including NCCS, UCCP, Command and Control Gazetteer and Future of Command and Control and CRM. An initial project group was established to start discussions and will be informed by other work streams such as the C3 Target Operating model, currently under development. C3 One, EDI Framework for C3 are under development and will drive enhanced engagement with colleagues. NI process well established and currently under review to identify further enhancements. DBI sessions arranged to raise awareness.
8 - The SPA and Police Scotland should put in place measures to monitor progress against the areas for development outlined in this assurance review	Medium	8.1 Establish a CAM Tactical Forum with terms of reference involving key internal stakeholders to monitor the progress of the Improvement Plan and Areas for Development, ensuring alignment with BAU activities 8.2 Engage with the SPA in relation to quarterly reporting to the SPA Policing on CAM Management Information and progress on the CAM Improvement Plan	C3 Divisional Commander	Enhanced management data to oversee improvement actions and inform stakeholders of progress.	May 2023	CAM Tactical Group formed, ToR agreed and monthly meetings in place. SPA PPCW will consider the improvement plan on 6 monthly basis during delivery.