

Meeting	Authority Meeting
Date	22 January 2021
Location	Video Conference
Title of Paper	Contact Assessment Model (CAM) Progress Report
Presented By	ACC John Hawkins, Local Policing North
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide members with an update following the completion of the delivery of the Contact Assessment Model into Police Scotland and the formal closure of the project in December 2020.

Members are invited to discuss the content of this report.

1. BACKGROUND

- 1.1 The C3 Integration & Remodelling Project (C3IR) focussed on the development of a national C3 infrastructure for Police Scotland. This involved creation of the virtual Police Scotland Service Centre, 3 Area Control Rooms and the National Database Enquiry Unit, which has provided an improved and consistent level of service to all callers regardless of location.
- 1.2 Following this significant change project the Contact Assessment Model Project (CAM) was established in 2018 to further build on delivering Police Scotland's strategic objective to improve public contact, engagement and service and focus on addressing vulnerability. The key deliverables of CAM were designed to enable our people to better assess and respond to the needs of the public at the first point of contact.

Key recommendations from both HMICS and PIRC served as drivers to develop our response to risk and vulnerability. These were:

- **HMICS findings:** in 2015, HMICS published "*Independent Assurance Review – Police Scotland Call Handling,*" in which it recommended that Police Scotland, "adopt a more formalised risk and vulnerability assessment model for service advisors"
- **PIRC findings:** The Police Investigations Review Commissioner reported on a number of occasions where concern was voiced that a true assessment of risk and vulnerability was not evident.

- 1.3 A number of key strategic benefits were identified as detailed within the project business case:

1. Improved service delivery to the public

The individual needs of every caller and the circumstances of each incident will be assessed to ensure that the policing response is appropriate.

2. Significantly improved assessment of threat, harm, risk and vulnerability at first point of contact

Our response to calls will now be based upon an assessment of **T**hreat, **H**arm, **R**isk, **I**nvestigative Opportunities, **V**ulnerability

and **Engagement**, (THRIVE) rather than by operating procedure, policy or default grading.

3. Improved Management of Demand

The THRIVE assessment enables our staff to identify the most appropriate response to the circumstances presented by the caller ranging from advice and guidance, scheduled Local Policing appointments to immediate dispatch to those in greatest need.

4. An empowered and enabled workforce

Service Centre staff are appropriately trained and supported to enable them to consider the most appropriate policing response based on their informed assessment of the circumstances.

1.4 The key changes to service provision to be delivered by CAM were as follows:

- 1 The removal of “failure to meet demand” from the system, where all calls have an appropriate resolution and callers are informed at first point of contact both **how** and more importantly **when** the police will respond. This significantly improves service delivery.
- 2 The removal of default (system generated) call gradings based on crime types. Decisions are based on an assessment of Threat, Harm, Risk, Investigative Opportunity, Vulnerability and Engagement. (THRIVE)
- 3 The introduction of a local policing appointment as the ‘standard’ policing response.
- 4 The introduction of Resolution Teams based within C3 Division to manage a proportion of demand and resolve incidents where appropriate.

1.5 Under CAM there are 4 resolution options as follows:

- **Immediate** – Immediate attendance at the scene
- **Prompt** – Attendance within 4 hours
- **Standard** – Scheduled appointment which can be a Local Policing Appointment (LPA), Phone appointment or Direct Crime Recording appointment. LPAs are undertaken by Local

Policing with the other appointments undertaken by the Resolution Teams within C3

- **Other Resolution** – Non Attendance, including Resolution Team/Service Advisor advice/guidance; remote investigation; Partner Sign-posting; & call re-direction.

CAM Development, Assurance and Engagement

1.6 The CAM project proposals and the introduction of THRIVE assessment methodology were developed following extensive benchmarking and engagement with:

- **Other UK police forces** - to identify best practice;
- **External stakeholders**, including emergency service and other relevant partner agencies, third sector and single interest groups representing vulnerable communities;
- **Operational practitioners** from the C3 Division environment and local policing;
- **Staff Associations**;
- **CAM 'Critical Friends' group**;
- **Local elected representatives from around Scotland.**

1.7 Following the completion of the CAM proof of concept, in June 2019 within Lanarkshire and Dumfries and Galloway Divisions, the full CAM business case was approved in September 2019. Thereafter, the CAM operating model was planned to be implemented incrementally across all of Police Scotland's geographical commands between October 2019 and August 2020, commencing with the remainder of Police Scotland's West Divisions which were delivered during late 2019 / early 2020.

1.8 In January 2020, in advance of the CAM roll out in the East and North Commands, the Scottish Government conducted an Independent Gateway Review in respect of preparedness for delivery, notably awarding a rare 'Green' status recommending the 'project is well prepared to implement the next Divisional phases'.

COVID 19 – Operation Talla

1.9 Following the outbreak of the COVID-19 pandemic, the delivery of CAM required to be accelerated in the East and North Command areas to support Operation Talla, Police Scotland's response. This

saw the implementation of CAM being completed some 5 months early in April 2020.

- 1.10 In the period since April 2020, the CAM operating model and the alternate resolution options that it brings have enabled Police Scotland to provide a consistent level of assessment nationally for all contacts into Police Scotland with our response to all calls based on an assessment of risk and vulnerability.
- 1.11 Additional public accessibility enhancements have also been introduced in recent months, such as the option of video calling to enable members of the public to engage visibly with Police Officers as an alternative to a phone call where appropriate. 'Online COVID reporting', has also been introduced and provides an additional option for public contact, with public contacts via this forum then subject to the same THRIVE assessment and consideration for appropriate resolution.

2. FURTHER DETAIL ON THE REPORT TOPIC

Resolution Teams & Direct Crime Recording

- 2.1 A key component of the CAM model to support service delivery nationally has been the creation of Resolution Teams (RT) within C3 Division to effectively manage a proportion of demand and provide a more appropriate and quicker resolution for many incidents thereby enabling local policing resources to attend urgent and more serious matters. The Resolution Teams are now embedded in Govan, Bilston Glen and within a new purpose built facility shared with the National Database Enquiry Unit at Inverness for the East, West and North Command areas respectively.
- 2.2 A direct crime recording appointment is provided to members of the public reporting a crime where the THRIVE assessment determines that there is no requirement for a Police officer to attend. Currently a team of Police Support Staff undertake this function within the Govan RT. Following a review of the national demand for this service as the CAM Project came to closure, 15 additional posts have recently been repurposed from across the wider organisation to further support this function. These posts will be based within the purpose built facility within Inverness thereby creating additional employment opportunities in the North whilst according to the Chief Constable's previous commitment to decentralise roles.

Local Policing Appointments

- 2.3 A local policing appointment (LPA) is the 'standard' resolution within the CAM model where an appointment is scheduled for Police Officers to attend in agreement with the caller. In support of the Operation Talla response to public health restrictions a policy of reduced contact was introduced in the spring of 2020 and hence LPAs were suspended across Scotland in favour of telephone and video appointments with officers, designed to support remote resolution, and minimise any health and safety impacts for the public and our officers where appropriate. LPAs were subsequently reintroduced in July 2020 following an ease in geographical COVID tier restrictions, then once again paused due to an increase in COVID restrictions later in the year.

Mental Health Pathway (MHP)

- 2.4 The Mental Health Pathway is a collaboration between NHS 24, Police Scotland and the Scottish Ambulance Service and part of the wider CAM project. It has seen the establishment of a dedicated Mental Health Hub staffed by practitioners within the NHS24 Service Centre which operates on a 24/7 basis to provide mental health support to callers to the service.
- 2.5 Since August 2020 callers who contact Police Scotland on '101' non-emergency and '999' emergency numbers who are suffering mental health/distress, subject to appropriate criteria, can be referred directly by our Service Advisors to the Mental Health Hub to receive the right care at the earliest opportunity. During this time over 600 individual calls have been successfully referred to the Hub by Police Scotland.
- 2.6 The new pathway ensures that all relevant callers to Police Scotland now have timely access to professional mental health triage and support which undoubtedly improves outcomes for these individuals at the time but also beyond this as the Hub is now accessible to them 24/7. The pathway is the first of its kind and not only serves to provide the right care at the right time to individuals but also alleviates in some way the increasing demands being placed on local policing.
- 2.7 The referral of appropriate callers to another more appropriate service for their needs has been a longstanding intention of Police Scotland. As a result of the Covid pandemic the roll out of the pathway was accelerated in conjunction with our partners in NHS 24 setting the positive foundations. We look forward to enhancing the

pathway further in future months as NHS 24 continue to build the capacity and scope of the Mental Health Hub to ensure more callers to Police Scotland can receive the right care for their needs at the earliest opportunity.

Staff Training & Engagement

- 2.8 In order to support the implementation of the CAM operating model a comprehensive analysis of training needs led to the development of 5 separate training courses bespoke to business needs, externally validated by Napier University and CCA Global (Call Centre Association).
- 2.9 The CAM training team have since delivered over 508 face to face training courses to over 4000 officers and staff across Police Scotland.

Of particular note:

- Training was provided 7 days a week, 0700-0000 hours at over 41 different venues from Shetland to Annan and Campbeltown to Eyemouth, delivered around operational demands;
- Over 500 officer awareness briefings delivered throughout Scotland, both face to face and remotely as the model was incrementally implemented;
- Daily evaluation of training – 98% universally received feedback that the training was responsive to learner’s needs and prepared them for the role.

Stakeholder Engagement

- 2.10 The CAM project team have in addition delivered a significant number of external briefings and workshops to a range of key stakeholders including local Chief Executives, Scrutiny Committees and Third Sector Providers as the project has delivered. Significantly a group of ‘critical friends’ was established to provide oversight and guidance to key deliverables such as training, communications and engagement with a number of events tabled. This group has grown throughout the journey with a broader membership consisting of 135 organisations with 87 representatives from the Third Sector alone. In addition bespoke training and briefing was also delivered to SPA, COSLA, PIRC and Scottish Government.

CAM Project Closure and Handover to C3 BAU

- 2.11 With the key outputs of the CAM Project now delivered across all command areas, the CAM Project formally closed on 31st December 2020, with a full project closure report; lessons learned log; and follow-up action plan currently in the process of being finalised for handover to C3 Division 'business as usual'.
- 2.12 Work is also ongoing with C3 Division to establish a framework to continue the embedding of CAM, supporting and empowering our people to confidently make decisions at the first point of contact and throughout the journey of the incident. This framework includes refresher training, continuous professional development and a range of quality assurance activities to support performance and learning.

CAM Impact on Service Delivery

- 2.13 Every call received into Police Scotland is now subject to a full THRIVE assessment enabling an appropriate and tailored response to the circumstances presented. Although due to the impact of the pandemic we have not yet been able to see the full benefit of Local Policing Appointments we have gained from our ability to flex the CAM model to respond to recent challenges and effectively manage a proportion of demand in a remote manner meaning our Officers are able to attend more urgent and critical incidents. Our Immediate calls currently account for 14% of our demand. In addition a high level of user satisfaction has been maintained with 76% of all respondents satisfied or very satisfied with their experience of contacting and interacting with Police Scotland in November/December 2020.

Modernised Contact & Engagement

- 2.14 Building upon C3IR and CAM, proposals are now being taken forward to modernise Police Scotland's Contact, Command and Control ICT infrastructure. This will ensure that C3 Division is able to respond to public needs and expectations in the digital age. This work will align to changes planned to further enhance the CAM operating model and Mental Health Pathway. A small team of staff are currently undertaking the preparatory work to establish a new programme of activity which will be subject to the usual rigorous

governance processes under the joint lead of SROs ACC Hawkins and Chief Digital and Information Officer Andrew Hendry.

3. FINANCIAL IMPLICATIONS

3.1 There are no specific financial implications beyond the body of the paper to be highlighted.

4. PERSONNEL IMPLICATIONS

4.1 There are no specific personnel implications beyond the body of the paper to be highlighted.

5. LEGAL IMPLICATIONS

5.1 There are no specific legal implications relevant to this paper.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no specific reputational implications beyond the body of the paper to be highlighted.

7. SOCIAL IMPLICATIONS

7.1 There are no specific social implications beyond the body of the paper to be highlighted.

8. COMMUNITY IMPACT

8.1 There are no specific community impact implications beyond the body of the paper to be highlighted.

9. EQUALITIES IMPLICATIONS

9.1 There are no specific equalities implications beyond the body of the paper to be highlighted.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental considerations for this paper

RECOMMENDATIONS

Members are invited to discuss the content of this report.