

Meeting	People Committee
Date	02 September 2021
Location	MS Teams
Title of Paper	Chief Constable's Commitments 2020/21– End of Year Report and Chief Constable's Commitments 2021/22
Presented By	DCC Fiona Taylor QPM, DCC People & Professionalism
Recommendation to Members	For Discussion
Appendix Attached	None

PURPOSE

The purpose of this report is to provide the Scottish Police Authority with an update regarding work undertaken to deliver against the Chief Constable's Commitments 2020/21 and to provide awareness in relation to the Chief Constable's Commitments 2021/22.

Members are invited to discuss the content of this report.

1. BACKGROUND

- 1.1 The Chief Constable's Commitments are a series of personal commitment made by the Chief Constable to officers and staff, which brings focus on key issues where the Service can better support them.
- 1.2 The Commitments are reported on annually and then refreshed for the following year. This report provides information regarding the end of year report communicated to officers and staff in relation to the Chief Constable's Commitments 2020/21, and the agreed Chief Constable's Commitments for 2021/22.

2. DETAIL

- 2.1 On 22 July 2020, the Chief Constable announced six commitments to officers and staff of Police Scotland for delivery during the 2020/21 period. The commitments recognise that people are key to the success of Scottish policing.
- 2.2 The closure report for 2020/21 is provided below.
- 2.3 **Chief Constable's Commitment 1**

Assaults on Officers and Staff

I will take action to reduce the impact violence has on officers and staff.

The Your Safety Matters (YSM) Diamond Group, chaired by DCC Taylor, continues to provide strategic oversight of various work streams to reduce violence and abusive behaviour towards officers and staff, including enhanced Officer Safety Training (Commitment 2) and enhancements to data collection and criminal justice processes. With membership drawn from across Police Scotland, business areas, staff associations and trades unions, YSM continues to implement and embed learning and key recommendations into business as usual activity.

Communications

Following the publication of the assault pledge and supporting guidance, work has continued to develop an enhanced communications plan to embed this guidance into daily business. This plan has led to the creation of a number of publications to raise awareness and reinforce the assault pledge, including messaging within custody suites and front counters, and notices that will be displayed on marked police vehicles. A dedicated page and spotlight

area on the Force intranet has provided the platform to highlight developments for YSM and publish supporting material. A number of lived experience videos have also been created featuring officers and staff discussing incidents which have impacted them, linking to key messages regarding self-help, aftercare/support structures, and reporting processes. Subject to the wishes of the officers and staff, these videos are also edited for release externally and have received significant positive interaction and feedback from the public, far exceeding all other current campaigns.

YSM Champions Network

The YSM Champions meet bi-monthly and continue to drive local implementation and review YSM Diamond Group recommendations, and provide focused feedback in relation to officer and staff perception around violence and abusive behaviour more generally. Champions have also initiated local partnership work, with Ayrshire Division securing a partnership pledge to promote understanding and better protect front line workers locally. Reviewing local procedures has also offered insight into the most effective ways to ensure data capture for YSM and to facilitate appropriate wellbeing support. The YSM Champions now attend the YSM Diamond Oversight Group meetings on a rotational basis to discuss divisional activity.

Data Capture

The establishment and rollout of access to the YSM Dashboards to the YSM Champions has led to far greater analysis and review of the quantitative and qualitative data available. The YSM Dashboards support local review and tasking of specific analysis to underpin activity to protect officers and staff. Following the publication of the YSM Guide for completing a SCoPE Violent / Accident Form, reporting compliance is now at its highest level since the creation of the YSM Dashboards. This work continues to ensure all incidents are captured on SCoPE to maintain the accuracy of the data reflected in the dashboards, and further enhance quantitative and qualitative data to support analytical products to inform future YSM activity.

Partnership Working

Partnerships, Prevention and Community Wellbeing (PPCW) Division continues to progress the YSM Prevention Plan. The Plan identifies a number of societal issues that impact public interaction with the police and aims to support a reduction in violence and abuse towards police officers and staff. The Plan also identifies multiple partners that are engaged with Police Scotland through existing work streams, which will be used to support YSM prevention activity. There is recognition that there are opportunities for organisational learning across health and other emergency services,

to identify activity undertaken by other organisations to reduce harm and support their own staff. By sharing data and engaging in joint initiatives, there is an opportunity to not only highlight the level of violence and abuse faced by all front line emergency services, but to develop complementary approaches in support of emergency workers subjected to violence and abusive behaviour.

National Police Chiefs' Council (NPCC) / OP Hampshire

YSM continues to engage with the 'Op Hampshire' NPCC police peer knowledge group, involving all forces in England and Wales, Police Service of Northern Ireland, Civil Nuclear Constabulary, and the British Transport Police, to identify common themes, strategies and processes to reduce violence and abuse and to minimise its impact where incidents do occur. Informal benchmarking indicates that Police Scotland policy development and activity is in line with activity elsewhere in the UK and, in some areas, is in advance of some other UK forces. Involvement in the peer knowledge network will ensure Police Scotland remains in a strong position to identify potential areas of future YSM policy development.

Work is currently being undertaken to identify opportunities for more formal benchmarking. NPCC is developing common standards that could potentially support future data exchange and benchmarking, with the approach taken to develop the YSM Dashboards being presented as a worked example.

2.4 Chief Constable's Commitment 2

Officer and Staff Safety

I will introduce and enhance measures to improve your safety, including a review of officer safety training and equipment, and improved conflict resolution skills.

Delivery of a revised two-day Operational Safety and First Aid Recertification Training (OST) course commenced on 1 March 2021. Developed as part of YSM and the Chief Constable's commitment, the course provides officers and staff with the knowledge, skills, tools and confidence they need to undertake their role safely and meet the demands of modern operational policing. The course content and method of delivery has been adapted to meet COVID-19 H&S requirements and offers the following key benefits:

- Enhanced training in conflict resolution and de-escalation tactics to enhance officer/staff situational/tactical awareness.
- Improved First Aid Training and equipment which will increase officer/staff confidence and capabilities.

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- Increased focus on techniques and tactics that replicate the operational environment.
- Increased contact training time for OST, which has a clear and proven link to a reduction in officer injury.

Despite the physical restrictions and limitations placed on training activity by COVID-19, initial feedback has been highly positive towards the new programme with officers reporting increased confidence in their ability to execute the techniques trained. The programme will continue to be refined based on feedback and practical observations identified during real time delivery.

Overall, this revised training package presents a significant improvement to previous First Aid and OST training provision, which will enhance Police Scotland's operational response and organisational reputation.

In addition to the refreshed Operational Safety Training & First Aid Programme, the development of a new Conflict Management course aimed at all members of police staff and police officers is nearing completion. The Course has been benchmarked against similar courses delivered in England/Wales, with internal stakeholders including negotiator colleagues and PPCW Mental Health, providing content to significantly enhance the current Conflict Management training for police staff.

Delivered in a virtual learning environment, this course includes inputs on communication, self-awareness (emotional intelligence and unconscious bias), de-escalation techniques, considerations for communicating with people who have mental health or neurodiversity conditions and tactical options. Explanation of the Police Scotland criteria for use of force, National Decision Model and dynamic risk assessments is also provided during this input.

Due to the impact of the earlier training suspensions in 2021, delivery of this course is anticipated to commence at the end of Quarter 2, 2021.

2.5 Chief Constable's Commitment 3

Promotions and Performance

I will provide a fair and transparent promotion process which recognises day-to-day performance.

Promotions

The National Promotions Team has designed, tested, piloted and implemented a new national promotion process for each rank from Sergeant to Superintendent, in which day-to-day performance is recognised and assessed by line managers during the application process. All assessments are designed to test values, behaviours and leadership in police focussed scenarios.

The Sergeant and Chief Superintendent promotion processes were placed on hold for a temporary period of time due to COVID-19 restrictions. The process for Sergeants is now concluded with 291 Sergeants being placed in the promotion pool, which was 85% of those assessed. The Superintendent and Chief Superintendent promotion processes have also been concluded.

The roll-out of the new processes has been supported by extensive awareness raising and information sessions across the organisation.

Performance

MyCareer (Proof of Concept)

The MyCareer Proof of Concept (PoC) launched within C Division, SPA Forensics and C3 on 1 October 2020, and training initiatives have successfully concluded across the 3 PoC Divisions. Due to the operational impact caused by the response to COVID-19, a two month extension to the PoC was approved by the Project Management Board (PMB), which will allow additional time throughout July and August 2021 to submit Reflection Logs and for MyCareer discussions to take place. Work is ongoing in line with the project plan and evaluation strategy, with a range of evaluation methods underway in order to validate the success of the PoC. An options papers for the full rollout of MyCareer across the organisation will be presented to the May MyCareer PMB for consideration and approval.

Accelerated Leadership Pathway (ALP)

On 29 March 2021, Scottish Ministers designated Police Scotland's 'Accelerated Promotion Programme' as the formal accelerated promotion programme defined in Regulations.

The ALP development programme went live on 1 April 2021, following an internal assessment process that attracted 280 notes of interest from officers across all Divisions. A total of 118 applications were received, of which 18 were supported to attend the College of Policing National Assessment Centre. Following 1.5 days of assessments, 7 officers were recommended for the ALP

Development Programme, which involves a series of placements in Operational, Specialist and Corporate areas of Policing at each rank up to Superintendent.

Every 6 months an Executive Sponsor Review Board will meet with each ALP officer to consider how each officer is progressing on the programme and decide on their next steps, which can be to rotate to another area of Policing, to remain in their current area of Policing, be promoted to the next rank or whether an officer should exit the programme.

Police Leadership Development Programme (PLDP)

Following approval of the Police Leadership Development Programme (PLDP) pilot by the Scottish Police Consultative Forum (SPCF) sub-group on 15 March 2021, 21 participants commenced this new qualification on 1 April 2021. It is proposed that, if successful, the PLDP will become the long term replacement for the **Diploma in Police Service Leadership and Management (DPSLM)**.

The PLDP pilot is subject to an ongoing structured evaluation and review process. Evaluation is taking place with monthly 'standardisation' meetings ongoing with Programme Tutors. Quarterly meetings will take place between Programme Tutors and the Quality Assurance team and regular updates will be provided to the Leadership Project PMB.

Your Leadership Matters

On Wednesday 5 May 2021, 170 participants participated in the first 'Your Leadership Matters' online summit. This new programme, taking place initially between May and July 2021, is designed to enhance senior leadership skills, and enable senior leaders to contribute effectively to the future development of policing in Scotland. Supporting the ambition to develop further Police Scotland's experienced, capable and collaborative leaders, the programme involved three half day summits where participants explored different leadership themes, supplemented by group coaching sessions and access to online material.

2.6 Chief Constable's Commitment 4

Our Mental Wellbeing

I will implement new initiatives to support your wellbeing and understanding of mental health issues.

A holistic mental health wellbeing programme launched on 1 December 2020 across Operational Support Division, Specialist Crime Division, G and P Divisions. 2499 officers and staff participated in the 167 sessions delivered, with the programme split into 4 interactive modules, which due to COVID-19, were delivered virtually in small groups of 15-20 participants to encourage candid conversations.

Further roll-out was suspended in January 2021 due to COVID-19 and in its place a series of short videos were made available to all via the Force intranet. The programme is currently being reformatted in advance of a launch across Police Scotland during this financial year.

Accompanying the mental health wellbeing training and signposted within it, is the 87% App. This interactive resource incorporates a mental health self-check-up tool and provides a Police Scotland specific platform for wellbeing materials and support for use by our people 24/7. Aggregated dashboard reporting provides a picture of organisational mental health that can be broken down by geographical area, age or gender, and provides valuable insights for targeted interventions.

2.7 Chief Constable's Commitment 5

Smarter Working

I will ensure the learning from our response to the Coronavirus pandemic improves future working practices.

As part of the response to COVID-19, around 4,000 additional laptops and RAS tokens were provided, with over 6,000 officers and staff now having remote access to police systems. In addition, Microsoft Teams has been made available to over 13,000 officers and staff. The Smarter Working Short Life Working Group (SLWG) continues to examine how working practices can be adapted to maintain business continuity and meet the challenges of the modern world. Since July 2020, the Smarter Working SLWG has published a Smarter Working Toolkit; Revised Health & Safety Risk Assessments; produced guidance to help managers manage remote teams and undertaken research on collaboration and connectedness.

Having provided clarity to the workforce in the short-term, efforts are now focused on delivering medium and longer term solutions that support the professional and personal demands being placed on our people.

To understand and explore how the workforce has adapted to new and different ways of working over the last year, the Research and Insights Team has carried out a series of focus groups on behalf of the SLWG, to support the development of guidance and procedures.

Agile and Smarter Working remains a complex landscape, requiring a multidisciplinary approach (Estates, ICT, People & Development, Finance, Information Management etc.) towards devising truly modern and forward thinking solutions for the service in a post-pandemic environment. Whilst the immediate roadmap out of COVID-19 restrictions remains dynamic and will continue to evolve in the weeks ahead, the next step requires comprehensive review of data based evidence, to inform the development of further proposals supporting a more flexible and agile working proposition.

2.8 Chief Constable's Commitment 6

Service to the Public

I will ensure those who contact us are directed to the most appropriate service or agency to meet their needs.

Mental Health Pathway (MHP)

The aim of the MHP is to divert calls from people suffering from minor mental health issues or distress to a more appropriate agency, namely the NHS 24 Mental Health Hub. The MHP was recently evaluated by NHS 24, Scottish Ambulance Service and Police Scotland. This evaluation examined all Police Scotland referrals to NHS 24 from August 2020 to February 2021.

The evaluation of calls during this period found that of the 777 direct referrals made to NHS24, 97% of those referrals were accepted by NHS 24 as appropriate, of which 93% were concluded entirely through non-emergency interventions, such as referrals to GPs, or local community psychiatric nurses etc., with no further involvement of Police Scotland.

At this time, there are approximately 50 new referrals a week to NHS 24. To increase this referral rate, NHS 24 is presently recruiting Mental Health Nurse Practitioners (MHNPs) to work in Contact, Command & Control Division (C3) at the Govan Area Control Room, which are anticipated to be in position by late summer 2021. These MHNPs will support an increased referral rate through expert advice 24/7 to on duty officers and C3 personnel, while supporting the police response to more serious ongoing incidents involving mental health issues.

Contact, Engagement and Resolution Project (CERP)

The MHP and co-location of MHNPs is now part of the new Contact, Engagement and Resolution Project (CERP), which is also focused on taking learning from the MHP and developing new 'Pathways' to ensure callers get support from the most appropriate service at the earliest opportunity. Discussions have commenced with East Ayrshire Council to scope the development of a similar approach for council services. If successful, it is the intention to expand this collaborative approach to other councils.

Modernised Contact and Engagement (MCE)

The CERP project is a constituent project in the MCE Programme, a four year programme of ICT enabling technology projects, people practice and process change to how Police Scotland communicates and engages with the public. The intention is to seize opportunities arising from modern communication technologies that will support effective demand management, including diverting calls to more appropriate services and agencies and to take a collaborative approach to calls from the public at the earliest opportunity.

3. Chief Constable's Commitments 2021/22

The following have been approved by the Chief Constable and were formally communicated to officers and staff on 19 August 2021.

Chief Constable's Commitment 1

Assaults on Officers and Staff

I will continue to take action to reduce the impact on officers and staff of violence in all its forms, including psychological injury and hate crime.

Chief Constable's Commitment 2

Leadership

I will develop and deliver leadership training to enable you to lead with integrity, fairness, respect and a commitment to upholding human rights.

Chief Constable's Commitment 3

Equality, Diversity and Inclusion

I will take action to ensure Police Scotland is a welcoming and inclusive organisation where people know they belong and can fully be themselves.

Chief Constable's Commitment 4

Your Voice Matters

I will act on the findings of our Your Voice Matters survey to address the issues you have told us are most important to you.

Chief Constable's Commitment 5

Agile Working

I will ensure officers and staff benefit from agile working practices introduced during our response to the coronavirus pandemic.

Chief Constable's Commitment 6

Operational Capabilities

I will ensure you have the tools and technology you need to do your job.

4. FINANCIAL IMPLICATIONS

- 4.1 The financial implications of this paper are currently unspecified. Some implications will be outlined in specific business cases/proposals that could contribute to proposed commitments and will be considered during governance processes. Any further implications will be outlined in plans developed to deliver against specific commitments.

5. PERSONNEL IMPLICATIONS

5.1 The personnel implications of this paper are currently unspecified. Some implications will be outlined in specific business cases/proposals that could contribute to proposed commitments and will be considered during governance processes. Any further implications will be outlined in plans developed to deliver against specific commitments.

6. LEGAL IMPLICATIONS

6.1 The legal implications of this paper are currently unspecified. Some implications will be outlined in specific business cases/proposals that could contribute to proposed commitments and will be considered during governance processes. Any further implications will be outlined in plans developed to deliver against specific commitments.

7. REPUTATIONAL IMPLICATIONS

7.1 There are no current reputational implications associated with this paper.

8. SOCIAL IMPLICATIONS

8.1 There are no currently no social implications.

9. COMMUNITY IMPACT

9.1 There are no current implications for community impact.

10. EQUALITIES IMPLICATIONS

10.1 There are no current implications for equalities.

11. ENVIRONMENT IMPLICATIONS

11.1 There are no current implications for environmental impact.

RECOMMENDATIONS

Members are invited to discuss the content of this report.