

Meeting	SPA Policing Performance Committee
Date	26 August 2020
Location	Video Conference
Title of Paper	Police Scotland Early Reflections on Capturing Learning From COVID-19
Presented By	Chief Superintendent Mark Sutherland
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Renewal & Continuous Improvement Group Terms of Reference

PURPOSE

The purpose of this paper is to provide members with an update in relation to arrangements for capturing organisational learning from COVID-19.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 Operation TALLA is Police Scotland's response to COVID-19 in Scotland. To ensure that appropriate plans were in place a command structure and operational capability was established in February 2020.
- 1.2 Given the scale of the organisational response it was deemed critical that any organisational learning opportunities were identified, captured and implemented.

2. Renewal and Continuous Improvement Group (RCIG) and Associated Governance

- 2.1 In response to the above the RCIG was established. This was initially chaired by ACC Higgins focussing on organisational learning, the re-starting of activities that had been stopped due to COVID-19 and the operational response to future COVID-19 challenges.
- 2.2 The Organisational Learning Group carried out a broad range of activities to capture learning opportunities, these included staff interviews / feedback, a review of Operation TALLA actions, decisions and documents and a review of Business Continuity Impact Assessments.
- 2.3 In June 2020 responsibility for this workstream transferred to ACC Speirs. On assuming ownership of this group ACC Speirs reviewed and updated the associated Terms of Reference (ToR) and the latest version of the ToR are attached at Appendix A.
- 2.4 The first meeting of the RCIG under the Chair of ACC Speirs took place on 12 June. Following the meeting a Renewal and Coordination Priorities Framework was established setting out a range of anticipated change priorities under 5 key themes. This Framework is built on the evidence base established by the original Organisational Learning Group coupled with the professional experience of the Operation TALLA Command Team who have navigated the organisation through the pandemic to date.
- 2.5 The Framework identifies 5 key strategic themes as follows:
 - People, Workplace and Wellbeing
 - Responding to Changing Demands, Ensuring an Effective and Responsive Police Service Now and Beyond the Pandemic
 - Communication and Engagement

- Finance and Organisational Impact
- Organisational Learning and Improvement

2.6 Within the Framework, under each key strategic theme, priorities are identified and the activity required in furtherance of each. Ownership of each priority is allocated to a member of the Force Executive, who has responsibility for the relevant business area. They are responsible for overseeing the activity of the Delivery Lead(s).

2.7 The priorities that underpin each strategic theme and the Executive Owners are as follows:

People, Workplace and Wellbeing: Director Helliker

- Health and Safety – Including Physical Distancing and PPE
- Agile Working
- Training

Responding to Changing Demands, Ensuring an Effective and Responsive Police Service Now and Beyond the Pandemic.

- Major Incident Planning - Resource Deployment and Business Continuity: ACC Williams
- Local Policing and C3 Operating Model: ACC Hawkins
- Criminal Justice Impact: ACC MacDonald

Communication and Engagement: DCC Taylor

- Development of Internal / External Next Steps Communications Strategy
- Policing Culture Style and Tone in a post COVID-19 environment – what have we learned

Finance and Organisational Impact: ACC Speirs

- Review of Internal and External Governance Arrangements

Organisational Learning and Improvement: DCO Page

- Establishing Size and Scale of Demands on Corporate Services, Including Review of Change Programme
- Establishment of Organisational Learning Function

2.8 In furtherance of the above some of the key developments have included:

- The formation of a Physical Distancing Working Group
- The formation of a PPE Development Group
- A review of the strategy and associated action plan for the Volunteer Coordination Unit (VCU) to incorporate the learning gleaned from Operation TALLA
- The development of a post COVID-19 Organisational Training Plan
- The development of de-escalation plans in relation to the initial response and re-escalation plans should a second pandemic wave emerge
- Review of Business Continuity and Pandemic Plans to incorporate the loss of 10, 20 30 and 50% of resources due to a second pandemic wave or as a result of Test, Trace, Isolate and Support arrangements
- The introduction of virtual Custody Courts
- Key learning to support and influence the **Corporate Communications strategy** for 2020/21.

2.9 In respect of the C3 and Local Policing Operating Model a recent review identified an increasing number of 'business-as-usual' calls to police re-emerging through May and June 2020. As a result a recommended shift in policy from 'presumption of non-attendance and limited contact' to 'reduced attendance and appropriate contact' was proposed. The recommendation along with proposal to re-introduce Local Policing Appointments back into territorial divisions was supported with evidenced based reporting, and has been approved by the Force Executive.

The revised Local Policing and C3 Operating Model has in-built flexibility that has been a benefit through Operation TALLA, and allows Divisional Commanders to consider a return to a 'principle of non-attendance' on a localised basis during any local outbreaks, as witnessed in Inverclyde, Lanarkshire and Aberdeen or circumstances of other operational demand.

Further to this interim change of operating model during Operation TALLA, the Local Policing Programme, in close engagement with Local Policing Divisions and C3, are now progressing a review which will closely monitor the interim position applied, continue to consider learning from Operation TALLA, with output from the review leading to a clear position and potential recommendations to inform longer-term policy. **An early example of this being**

telephone diary appointments that were not an original part of the CAM model.

- 2.10 As at 7 August, and since the commencement of 'lockdown', ICT have processed in excess of 3,464 Operation TALLA Service Requests and deployed over 4,386 devices; 2053 laptops, 2158 RAS Tokens and 175 mobile phones. This has enabled officers and staff to work from home where possible.

In addition to the above, video conferencing capability has been deployed to 4,434 users and, as at 7 August, there has been over 57,800 interactions by video in the preceding 90 days. This has been a catalyst for Police Scotland to examine arrangements for Agile Working and as a result an Agile Working Group has been established, under the leadership of Nicky Page, Head of Employee Relations and Reward. Work is now ongoing to develop a longer term policy to support this critical piece of work.

- 2.11 Governance in relation to Operation TALLA, including the RCIG, is achieved through the establishment of the Strategic Oversight Board (SOB), chaired by the Chief Constable. The SOB met for the first time on 25 May 2020.

On a monthly basis the SOB are provided with a situational update in furtherance of the progress made under each key strategic theme.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no direct financial implications associated with this report at this stage. However, as a result of the ongoing workstreams there could be future financial implications.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated with this report at this stage.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated with this report at this stage.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications associated with this report at this stage.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated with this report at this stage.

8. COMMUNITY IMPACT

8.1 There are no community impact issues associated with this report at this stage.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications identified within this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.



- TITLE:** RENEWAL & CONTINUOUS IMPROVEMENT GROUP (RCIG)
- CHAIR:** ACC PROFESSIONALISM & ASSURANCE
- VICE CHAIR:** CHIEF SUPERINTENDENT OPERATION TALLA
- MEMBERS:** HEAD OF CORPORATE COMMUNICATIONS
CHIEF DIGITAL INFORMATION OFFICER
HEAD OF PEOPLE SERVICES
HEAD OF EMPLOYEE RELATIONS & REWARD
BUSINESS INVESTMENT LEAD
ENTERPRISE RISK MANAGER
CHIEF OF STAFF (CORPORATE)
CHIEF SUPT LOCAL POLICING
CHIEF SUPT HEAD OF TRAINING OPERATIONS
CHIEF SUPT HEAD OF SPECIALIST SERVICES OSD
CHIEF SUPT OSD EERP
CHIEF SUPT C3
CHIEF SUPT CJSD
CHIEF SUPT GAA
CHIEF SUPT SCD
CHIEF SUPT SAFER COMMUNITIES
- ATTENDING:** Other attendees at discretion of Chair or as required by specific agenda items.
- QUORATE:** The quorate for the RCIG is a simple majority of Board members (including Chair / Vice-Chair) who must be present for the duration of the meeting. Representatives of core members who have been approved to attend will contribute to quorate numbers.
- PROCESS OWNER:** Op Talla Silver Support
- DECISION MAKER:** Chair following member discussion.

OFFICIAL

PURPOSE:

This purpose of the RCIG is to support and coordinate planning within business areas as the organisation progresses returning to a new operating normality. The group will ensure a coordinated approach is adopted, negate duplication of tasks within business areas and where necessary deconflict and define ownership of workstreams.

The formation of the RCIG reflects the scale and importance of this task to Police Scotland.

In furtherance of the above, the RCIG will focus on the following key strands, to ensure an effective, efficient and responsive police service now and beyond the pandemic:

- People, Workplace & Wellbeing
- Organisational Response to Changing Demands
- Communication & Engagement
- Finance & Organisational Impact
- Organisational Learning and Improvement

As the group matures these strands will be subject to continuous review to ensure that all opportunities and work streams are fully explored to maximise organisational efficiency and service delivery.

The RCIG will work within the current Police Scotland Governance Framework and where appropriate provide strategic support and guidance for thematic and business area leads.

Working groups and external governance and engagement structures or meetings will be considered and convened as necessary to support the return to a new normality. These will include key external stakeholders including, but not limited to, SPA and the Scottish Government.

The RCIG will report to the Op Talla Strategic Oversight Board, chaired by the Chief Constable, on a fortnightly basis and the Strategic Leadership Board as required.

REMIT AND LEVELS OF APPROVAL: The RCIG will oversee governance compliance in relation to work ongoing in furtherance of each key strand, to support the organisations transition to a new operating normal whilst ensuring a coordinated approach is adopted which negates duplication of tasks and deconflicts and defines ownership if required.

SECRETARIAT: Op Talla Silver Support

FREQUENCY: Weekly

REPORTING RESPONSIBILITIES: Op Talla Strategic Oversight Board & Strategic Leadership Board

DELEGATES TO: Business Area Strategic Leads