

<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>20 May 2020</b>
<b>Location</b>	<b>Video-conference</b>
<b>Title of Paper</b>	<b>Police Scotland Corporate Services Update</b>
<b>Presented By</b>	<b>Deputy Chief Officer</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>No</b>

**PURPOSE**

The purpose of this paper is to provide an overview of Police Scotland's Corporate Services response to COVID-19.

Members are invited to discuss the content of this paper.

## **1. BACKGROUND**

1.1 This paper provides an update on the response by Police Scotland's Corporate Services to the challenge of supporting and enabling the operational policing response to COVID-19.

1.2 It summarises that whilst we have moved Corporate Services to a home based working environment, in line with social distancing guidelines, we have been able to maintain critical BAU support and respond to the rapidly changing challenges of the COVID-19 emergency.

1.3 For context Corporate Services includes:

- ICT & Change
  - ICT
  - Change
- Finance
  - Estates
  - Procurement
  - Fleet
  - Finance
- Business Integration
  - Strategy
  - Innovation
  - Demand Productivity Unit
  - Analytics / Intelligence
- Operational Change & Resilience
  - Digitally Enabled Policing
  - Core Operational Systems

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

### **2.1 ICT & Change**

The ICT team have continued to support and manage the National Technology Estate whilst servicing an exponential increase in Service Requests from across the organisation in relation to their own COVID-19 response. On top of this we have delivered new capability to both Colleagues, Partners and members of the public.

## OFFICIAL

Change & Design - have continued to drive and support the overall Organisations Projects and Programme Portfolios but have also been working directly supporting the organisations response through various Resource planning and Operating Models activities. Work is underway to determine how we should best realign the transformation programme to reflect the new challenges and lessons learned from the Op Talla experience.

Operational Impact - Key areas of operational impact have included:

- Virtual Courts - Supported the delivery of 11 Virtual Courts within our custody facilities.
- New Audio/Video Conferencing Platform – a new platform has been rolled out to both support day to day business but also to facilitate new ways of working due to social distancing.
- Major Spike in Service Requests - Received and processed over 2,000 ICT Service Requests relating to ICT requirements resulting from COVID-19.
- Home Working - Configured and deployed over 2000 devices to officers and staff to support working from home and enabling and supporting over 3,500 registered users on our Remote Access System in support of remote/home working.
- Changes to Policing Systems - Designed and delivered changes to our application estate in line with the Revised Police Powers. This includes changes to over a dozen crime and case systems and includes the back-office 'ticketing' processes which enable tickets to be submitted to Scottish Courts.
- New Reporting Applications - Ticketing changes have been made to the Mobile Technology solution so that officers can access important systems via their Smart Phones. A solution has been developed to record and report on activity associated with 'Dispersal of Groups'.
- C3 - Supported an expansion of the Contact, Command and Control Service Centre within our control rooms to support social distancing.
- Estates Connect – Designed and delivered a new solution to manage the increased Service Requests and demand on Estates specifically around cleaning and deep cleaning due to the COVID-19 Response.

People - The transition to a 100% home working model for most has been a substantial change in ways of working and required new approaches to most aspects of their roles. Critical functions within Technology moved to shift patterns as an additional measure to protect the health and wellbeing, further facilitate social distancing and protect key services within the area.

## 2.2 Estates

The COVID-19 pandemic has affected Estate services and working practices across all areas of delivery. The immediate response to the pandemic was to focus our collective team efforts to maintain our critical services such as building hygiene, building safety and effective maintenance and repair work to ensure our buildings remain fit for Police Officers and Police Staff to continue with their vital work.

Operational Impact - By far the largest challenge facing estates has been the increased demand for cleaning and enhanced/deep cleaning services. To manage this a number of steps have been taken:

- Additional Capacity - This has been secured via Churchill Cleaning Services and Sodexo.
- Estates Connect - ICT and Estates designed, developed and deployed an online portal which enables a single point of reporting all cleaning related issues.
- Mobile Cleaning Team - We have established a mobile team (with our contractor Churchill) that can respond to individual requests for enhanced cleans and specific cleans at sites without impacting on normal resource.
- Custody Suites - Given the nature and purpose of our custody suites, we have worked with our colleagues in the NHS to understand and source cleaning chemicals that can be used for enhanced cleans and cell cleans where necessary.
- Critical Areas – primary focus has been on ensuring C3 Force Communications, Custody and Forensics are protected to ensure they can keep their operation running smoothly, e.g. contingent cleaning resource; specialist cleaning supplies; hand sanitiser and anti-bacterial wipes.

People - Homeworking has been established across the Estates Dept. where staff are able to do so. New methods of working have been

agreed to take account of remote team working. Additional reporting has been established to take account of progress on priority work and information relating to COVID-19 issues but also as a method of general project management and staff/team networking.

## 2.3 Procurement

Procurement diverted resource from inflight projects into Op Talla and set up a daily "production meeting". This has worked well but required us to put these projects on hold to create new reporting and processes, whilst mobilising the team for home working and maintaining the BAU activity. In addition to this we have had to move very quickly to support Op Talla Logistics to source and secure urgent PPE products from around the world. This has also been delivered successfully to date although not without the many challenges that the NHS et al continue to face.

A key aspect of having to source and supply PPE is to ensure that appropriate mechanisms and good governance is maintained during the process given the substantial amounts of funds involved. Procurement and Finance have worked closely with the Op Talla team to ensure compliance with the Scottish Government requirements re finance control during the COVID-19 emergency.

Operational Impact – These are summarised below:

- PPE Coordination – Police Scotland Procurement are holding daily calls with Scottish Government procurement, SFRS, the Prison Service and NPoCC to ensure a coordinated approach is in place for the supply and management of PPE.
- Procurement Staff fully moved to home working and introduced social distancing in all Stores locations and we have set up a dedicated Op Talla procurement team.
- A material control structure has been put in place - tracking all PPE and ICT deliveries and additional reporting created to report on Op Talla response.
- There has been an increase in Stores activity both in ICT and equipment with high volumes of laptops being received and increased requests for replacement uniform/kit, with slower processes now in place.

## 2.4 Fleet

The fleet team has managed to maintain a vehicle availability of average 97-98% in line with the pre COVID-19 period. This has been an exceptional performance by the fleet team across Scotland.

Operational Impact – the key operational impacts/activity is summarised below:

- Vehicle Availability - maintained at 97-98% throughout the period.
- Service & Maintenance – Most external repair network was lost due to the lockdown however, we have been able to keep open the nine Police Scotland vehicle workshops across the country which has demonstrated the benefit of a hybrid approach to vehicle repair (a balance of in house/outsourced vehicle repair).
- Forward Planning - We have taken the decision to advance all planned service, maintenance and repair (SMR). This means that we have serviced over a third of police vehicles in this lockdown period. This advanced approach will assist when the lockdown is lifted. Fleet will be able to return to (BAU) at an increased pace. Fleet (SMT) also took advantage that most retail customers were at home in lockdown and the dealerships had capacity to carry out Police work at pace. it also provided local dealerships and suppliers with much needed work.
- Management Information (MI) – we have been providing daily MI on vehicle and servicing availability.

Staffing - All critical administration staff have been provisioned with IT kit and have the ability to work from home. Where it is necessary Fleet staff operate from our offices with appropriate social distancing in place.

## 2.5. Business Integration

Strategy, Insight and Innovation continues to meet the timeline in the current work programme for 2020/21. Additional areas of focus, such as future scanning, assessment of strategic direction and public confidence tracking have been progressed as a priority in addition to existing commitments to support Police Scotland adapt to a complex and challenging environment.

Operational Impact – These are summarised below:

- Analysis and Performance Unit (APU) - In response to Op TALLA the APU has provided key resources to form part of the Intelligence Cell that provides a weekly threat assessment in relation to COVID-19, taking in learning and experience from the UK, Europe and beyond.
- Public Confidence - additional areas of focus, such as future scanning, assessment of strategic direction and public confidence tracking have been progressed as a priority in addition to existing commitments to support Police Scotland adapt to a complex and challenging environment.
- Intelligence Cell - Op Talla Intelligence Cell has dedicated analytical support and staff have laptops to allow for remote working. They produce a threat assessment which is disseminated across the Force every Friday.
- Major Crime - All major crime investigations continue to be supported with analytical capacity with no reported detriment to evidential gathering or required outcomes.
- Op Talla Reporting - The changing demands on incidents / crimes and the organisation as a result of COVID-19 have been embedded into our public reporting processes. A bespoke section was included in the Q4 Performance Report and the Op TALLA Strategic Objectives have been embedded in the refreshed Performance Framework 2020/21 and will be a feature of future quarterly reports.

Staff - An assessment was made of business critical functions within the APU that required to be sustained during lockdown and beyond. All operational activities are being supported with staff working from home or socially distancing as appropriate.

## 2.6 Finance

All finance activities have continued to be undertaken throughout this period of response to COVID-19 with limited impact on business as usual plans with additional controls and reporting put in place to support Op Talla.

Operational Impact – This is summarised in two parts (i) BAU and (ii) Op Talla:

BAU -

- Focus has been to ensure that business critical activities such as payroll, accounts receivable and payable, and cash flow management were maintained to the required standards as per the Business Continuity Plan. This ensured these key activities were resourced and were able to be undertaken either from home or in an office based location, in accordance with social distancing guidelines.
- Annual Report and Accounts - preparation continues and remains on track to be delivered in line with the original schedule.

Op Talla

- Op Talla Finance Support - a dedicated team to support Operation Talla with representation on the Gold, Silver, bronze and Logistics cells has been established.
- Regular Op Talla spend reporting and tracking is undertaken with reports issued to all relevant stakeholders on a weekly basis.
- The SPA Accountable Officer is kept regularly briefed on activity and where appropriate e.g. Non Competitive Authorisations (NCA) authority approval is sought to proceed.
- Scottish Government reporting is provided as required.

Staff - All finance employees now have the ability to work from home, and ways of working have been adapted to suit this new approach.

## 2.7 Corporate Overview – Next Phase

Whilst we maintain focus on supporting BAU and Op Talla we are developing detailed planning of what the next phase of the COVID-19 emergency will look like. Specifically, we are developing our thinking alongside operational colleagues as to what the 'new normal' may look like both in the future demands on operational policing and what that may mean in terms of the operating model for policing and corporate service support.

A major focus of this is how we pivot our transformation programme to absorb the lessons learned from the COVID-19 response and how



we adopt our operating model to optimise working with other public sector partners and maximise our green agenda.

**3. FINANCIAL IMPLICATIONS**

3.1 There are finance implications from our Op Talla response and these are reported separately to the SPA and Scottish Government.

**4. PERSONNEL IMPLICATIONS**

4.1 There are personnel implications as we have responded to the necessity of home working. P & D policies are being developed to respond to these and any implications listed below (5.0 – 10.0).

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications.

**6. REPUTATIONAL IMPLICATIONS**

6.1 We are not anticipating any reputational implications.

**7. SOCIAL IMPLICATIONS**

7.1 There may be social implications for officers and staff working from home (see 4.1 above).

**8. COMMUNITY IMPACT**

8.1 There may be social implications for officers and staff working from home (see 4.1 above).

**9. EQUALITIES IMPLICATIONS**

9.1 There may be equality implications for officers and staff working from home (see 4.1 above).

**10. ENVIRONMENT IMPLICATIONS**

10.1 There may be environmental implications for officers and staff working from home (see 4.1 above).

**RECOMMENDATIONS**

Members are invited to discuss the content of this paper.