

Meeting	SPA Resources Committee
Date	6 August 2020
Location	MS Teams
Title of Paper	COVID-19 Resources Implications
Presented By	Jude Helliker, Director of People and Development James Gray, Chief Financial Officer
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Workforce Availability and Capacity Update Appendix B - Health Safety and Wellbeing Update

PURPOSE

To update SPA Resources Committee on:

People & Development (P & D) Update:

- **Workforce** - workforce availability and capacity in light of COVID-19,
- **Health & Safety & Wellbeing** - the current organisational response to COVID-19 in regard to safeguarding workforce Health, Safety and Wellbeing,

Finance Update:

- **Finance Control & Impact** - the arrangements in place to monitor and measure the financial impact of responding to COVID-19 and providing an update on the financial impact to date.

Members are invited to discuss the content of this report.

1. BACKGROUND

- 1.1 The spread of Coronavirus (COVID-19) has unique and evolving implications and impacts on Scottish Policing and wider society.
- 1.2 This paper provides an update on how Police Scotland is responding to Covid-19 from a People & Development perspective and from a finance control perspective.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 During March 2020, the British Government published guidelines in relation to social distancing and self-isolation in an effort to slow the infection rate of the COVID-19 virus. On 24th March strict new restrictions on when people should leave their homes were also introduced. On 28th May 2020 the Scottish Government confirmed the strict restrictions were going to be eased on a phased basis. We have now entered Phase 3 of the Scottish Government's route map which gradually eases lockdown restrictions.
- 2.2 Police Scotland's continuous focus is to ensure that we effectively carry out our operational duties and support the national efforts to respond to the pandemic, whilst ensure we maintain totally focused on the health & safety and wellbeing of our officers and staff as they carry out their roles in helping to protect the public and the NHS. From a finance perspective our focus is to ensure we have the flexibility to respond at pace to the new demands on our supply chain of operating in a COVID-19 environment e.g. securing sufficient PPE etc., whilst ensuring procurement and financial control, governance and discipline is maintained.
- 2.3 We have provided at the attached Appendices an update on key People & Development activity:
 - A. provides an update on workforce availability and capacity in light of COVID-19
 - B. Outlines the critical workforce strategies, interventions and actions deployed to date, to protect the health, safety and wellbeing of officers and staff.
- 2.4 The financial and procurement activities relating to the COVID-19 response are now incorporated into "Business as Usual" activities and, as a result, are detailed in the Q1 Financial Monitoring Report which is being considered in Item 2.2 of today's Committee meeting.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial impacts in relation to COVID-19 are being assessed on an ongoing basis, with regular reporting being provided to the Operation Talla Gold Command, the Deputy Chief Officer, the SPA and Scottish Government stakeholders in relation to the incremental costs being incurred.
- 3.2 The Quarter 1 Financial Monitoring Report, being considered at Item 2.2, provides full details of the impact that COVID-19 has had on the budget and plans for 2020/21.

4. PERSONNEL IMPLICATIONS

- 4.1 There are current and evolving personnel implications arising out of COVID-19. As the COVID-19 situation continues, the service will continue to address personnel implications to safeguard the health, safety and wellbeing of its officers and staff and the wider communities that Police Scotland serves.

5. LEGAL IMPLICATIONS

- 5.1 There are legal implications associated with the service response to COVID-19 from an employment and Police Regulatory perspective. Collective agreements with our Trade Unions are being negotiated to ensure that our staff are as flexible and agile to support critical areas of business as the impact of COVID-19 continues. Full engagement with Police Staff Associations continues to identify and agree pragmatic solutions to enable the service to flexibly and dynamically respond to this unprecedented challenge. Police Scotland will continue to act as a fair, open and compassionate employer to support delivery of critical services to the communities of Scotland.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There is a reputational risk in in how Police Scotland responds to COVID-19 and we are actively considering these risks and putting in place appropriate mitigation actions.

7. SOCIAL IMPLICATIONS

- 7.1 There are wider social implications related to COVID-19. Police Scotland is actively engaged in working with many partners to ensure we are fully integrated into Scottish Governments wider COVID-19 response and resilience planning.

8. COMMUNITY IMPACT

8.1 There is a very large community impact in the national efforts to combat COVID-19 and Police Scotland is committed to acting proportionately and appropriately at all times.

9. EQUALITIES IMPLICATIONS

9.1 An EQHRIA has been drafted in regard to the COVID-19 response and will evolve over time to ensure that Equalities implications remain central to all considerations and responses.

10. ENVIRONMENTAL IMPLICATIONS

10.1 There are no immediate environmental implications.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

Meeting	SPA Resources Committee
Date	6 August 2020
Location	MS Teams
Title of Paper	COVID-19 Resources Implications Appendix A - Workforce Availability and Capacity Update
Presented By	Jude Helliker, Director of People & Development
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

To update SPA Resources Committee on workforce availability and capacity in light of COVID-19 outbreak. The update will describe how the risk associated with officer and staff availability and capability resulting from COVID 19 restrictions is being mitigated.

Members are invited to discuss the content of this report.

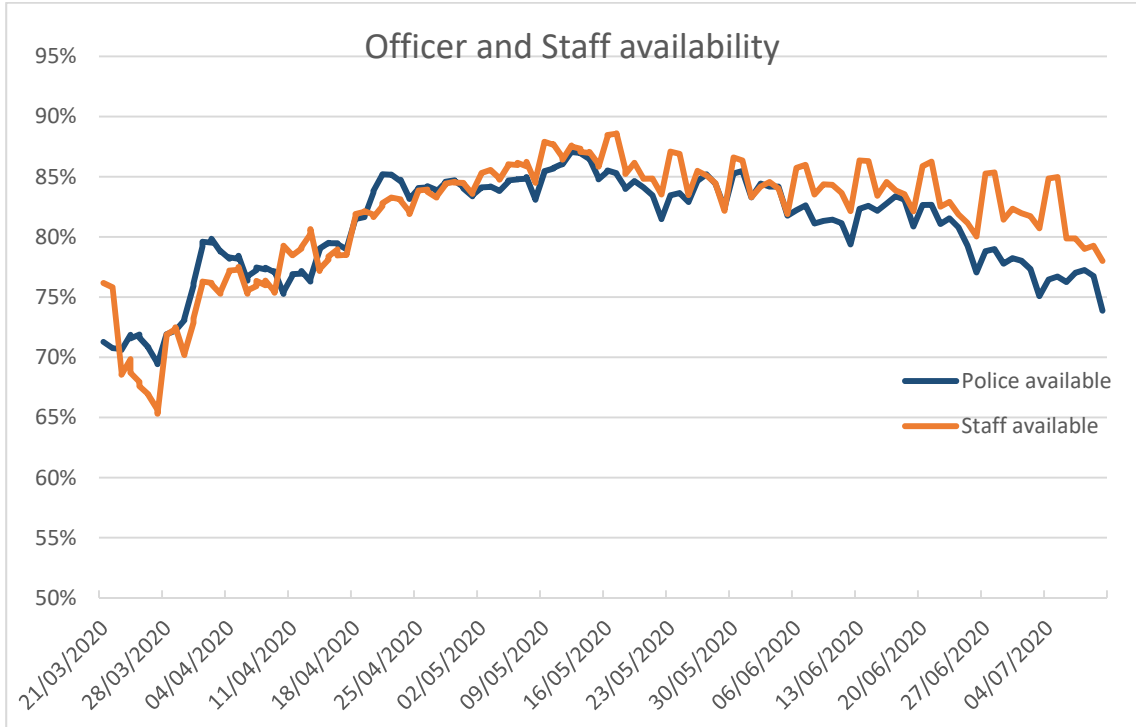
1. BACKGROUND

1.1 During March 2020 the Scottish Government published guidelines in relation to social distancing and self-isolating in order to slow the infection rate of the COVID-19 virus. Whilst initially the consequence of this policy was that absence rates within Police Scotland increased significantly this has been reducing week on week since the peak in late March 2020.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 In March 2020, when restrictions due to COVID-19 were introduced there was an element of uncertainty within the Force with regards to officer and staff availability and the capacity of Police Scotland to continue to deliver a core service. At that time, a number of officers from non-critical functions were also transferred to local policing to support service delivery.

2.2 In terms of ongoing availability, as can be seen below, after the initial low point in late March 2020, there was a steady rise although this has started to return to nearer the expected rates. A reduction from the peak availability has been observed since mid-May but still remains above the 70% availability expected in a typical year.



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- 2.3 Due to this, the additional 385 resources working in local policing from non-frontline roles have started to return to their substantive posts.
- 2.4 At the beginning of the crisis in March 2020 a decision was made to allow unused annual leave to be carried into 2020/21 in addition to the usual carry forward allowance. This resulted in approximately an additional 100,000 hours being carried into this financial year. In addition to this additional surplus, the use of annual leave during the restrictions has been low, however this has now started to improve with larger numbers of officers and staff now taking their annual leave as would normally be expected.
- 2.5 In that regard, that guidance issued, effectively limiting the options for officers/staff to cancel approved leave for reasons of operational resilience or critical business need, appear to have assisted in managing this.
- 2.6 In terms of a backlog of other abstractions that may impact on availability moving forward there appear to be three areas where there is a risk:
- Courts
 - Training
 - Operations and events
- 2.7 Contact has been made with the relevant bodies in respect of this but as yet it is unclear how this will impact on future policing arrangements. That said, at this stage it remains unlikely that future delivery will exceed historic 'business as usual' levels.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of COVID-19 resourcing issues are covered within a separate paper presented to Resources Committee.

4. PERSONNEL IMPLICATIONS

- 4.1 There are current and evolving personnel implications arising out of COVID-19. In combination with the above actions and further interventions as the COVID-19 situation develops, the service will continue to address personnel implications to safeguard the health, safety and wellbeing of its officers and staff and the wider communities that Police Scotland serves.

5. LEGAL IMPLICATIONS

- 5.1 There are legal implications associated with the service response to COVID-19 from an employment and Police Regulatory perspective. Collective agreements with our Trade Unions have been negotiated to ensure that our staff are as flexible and agile to support critical areas of business as the impact of COVID-19 continues. Full engagement with Police Staff Associations continues to identify and agree pragmatic solutions to enable the service to flexibly and dynamically respond to this unprecedented challenge. Police Scotland will continue to act as a fair, open and compassionate employer to support delivery of critical services to the communities of Scotland.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There is a clear risk that if absence impacts on delivery of critical services that would have a reputational impact on Police Scotland. The measures in place as described in this paper are mitigation for this risk and are provided as reassurance to the Authority and wider public that this is being appropriately managed

7. SOCIAL IMPLICATIONS

- 7.1 There are obviously wider social implications related to COVID-19 that are self-evident. The focus of the service is to ensure that our workforce are fully prepared and fully equipped to support the people of Scotland during this challenging period.

8. COMMUNITY IMPACT

- 8.1 The capacity, capability, health and wellbeing of our officers and staff directly impacts on the communities of Scotland. Our plans and actions are directly focused on maintaining the high levels of trust, support and visibility to the communities of Scotland.

9. EQUALITIES IMPLICATIONS

- 9.1 The unprecedented COVID-19 emergency touches many aspects of employment, community engagement and relationships. Consideration of equalities implications and impacts are central to all COVID-19 related decision-making, planning and activity. An EQHRIA has been drafted in regard to the COVID-19 response and will evolve over time to ensure that Equalities implications remain central to all considerations and responses.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no immediate environmental implications in relation to workforce Health, Safety and Wellbeing.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

Meeting	SPA Resources Committee
Date	6 August 2020
Location	MS Teams
Title of Paper	COVID-19 Resources Implications Appendix B - Health Safety and Wellbeing Update
Presented By	Jude Helliker, Director of People and Development Susan Beaton, Head of People Services (P&D Silver – Op Talla)
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this report is to update SPA Resources Committee on the current organisational response to COVID-19 in regard to safeguarding workforce Health, Safety and Wellbeing.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 This paper provides a further update on ongoing workforce strategies, interventions and actions deployed, to protect the health, safety and wellbeing of officers and staff.
- 1.2 Specific focus is applied in this report to Physical Distancing measures and work, with relevant COVID-19 updates being contained separately within the Q1 Health and Safety and Q1 Wellbeing Reports.
- 1.3 This update builds on the activities already reported to Resources Committee in April and June 2020 to ensure the organisation fully supports its workforce whilst the COVID-19 situation continues.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Physical Distancing – Current Position

- 2.1.1 The Police Scotland response to the COVID-19 pandemic in terms of its Physical Distancing measures has proved effective with many examples of good practice being highlighted not only by our own H&S teams but also by the Health & Safety Executive (HSE).
- 2.1.2 Effective Physical Distancing has allowed our officers and staff who are unable to work from home to continue in their roles safely. Equally, those who are able to work from home have done so over the last 4 months to further protect those that are required to be at work, by reducing the occupation levels within the Force Estate during this critical period.
- 2.1.3 Physical Distancing is directly linked to the spread or otherwise of COVID-19. To measure the spread of the virus within the organisation, a robust Testing Programme was established on 7th April 2020 utilising the Scottish Government's test centres, bolstered with internal support, proactive management of test arrangements, in addition to data analysis and reporting.
- 2.1.4 Divisional / Departmental risk assessments were conducted early March 2020 and further enhanced as dynamic change occurred, such as when new guidelines were issued on shielding, individuals in non-critical roles being required to stay at home, lockdown measures easing, the introduction of Test & Protect etc. These risk assessments continue to be in use and continue to evolve as Government Guidelines and Health Protection advice develops.

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- 2.1.5 The organisation introduced Physical Distancing arrangements quickly and effectively and adapted well to the changes, with some very creative examples of good practice such as utilising gym halls / canteens for mustering, introducing flexible / rotating shifts to reduce the numbers required in offices at any one time and moving entire corporate functions onto a full-time homeworking arrangement.
- 2.1.6 The P&D Health & Safety team along with local Divisional / Departmental H&S co-ordinators have proved invaluable throughout the last 4 months and continue to provide specialist advice to business leads to ensure that Physical Distancing arrangements remain safe and effective.
- 2.1.7 A series of joint site visits were undertaken by the P&D H&S team, Unison, Unite and the Scottish Police Federation between 20th – 24th April 2020 with some 40 random sites inspected ranging from custody suites, area control rooms, response policing and specialist units across the country.
- 2.1.8 The site visits highlighted various control measures in place such as visual aids / signage, floor markings with one-way systems, reconfigured fixtures and fittings to ensure 2m distancing between work stations etc. However, there were also some areas that were not as robust in their approach and so this exercise then allowed for organisational learning and sharing of best practice across the estate which in turn has supported the consistent and effective approach now in place across the entire organisation.
- 2.1.9 The COVID-19 testing data is analysed on a daily basis and there are no trends to report and no particular 'hot spots' across the organisation. The data being assessed is test results, numbers self-isolating, numbers with symptoms and looking across the locations/sites where the positive cases have been identified.
- 2.1.10 The numbers remain sporadic in terms of work location and job type and no significant trends have been observed. That said, the numbers of positive test results in Police Scotland (officers / staff) remains low with the total number of positive cases, as at 15th July 2020, sitting at 171 with 169 of these officers / staff now recovered and back at work. This leaves only 2 individuals currently on sick leave with COVID-19 (again, as at 15th July 2020).
- 2.1.11 The COVID-19 related absence numbers also remain low across the organisation with a total of 34 people currently absent (as at 15th July 2020) either with COVID-19 symptoms or self-isolating. This

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number is exceptionally low considering there has been a total of 6,758 individuals absent due to COVID-19 over the last 4 months.

2.1.12 The data above shows that the Physical Distancing measures currently in place are working, based on the low numbers of positive cases, coupled with the organisation's mature and pro-active approach to sending staff / officers home should they have been exposed (or potentially exposed) to the virus which in turn supports the wider control of infection.

2.2 Physical Distancing – Future Position

2.2.1 It is recognised that the COVID-19 pandemic is by no means over and whilst the Scottish Government relaxes various lockdown measures, the risk to our people could potentially increase over the coming weeks / months.

2.2.2 With that in mind, a short life working group (SLWG) was established in June 2020 with members from Op Talla Silver representing their respective business areas with progress and output from the group reporting in to Op Talla Silver.

2.2.3 The SLWG's remit is to review the Physical Distancing measures in place and identify any risks or further best practice to ensure our people, and the public, remain safe. The group has also considered a 'future proof' approach to Physical Distancing that supports the organisation to re-introduce elements of the 'new normal' and where essential to do so, begin to reintroduce staff / officers back in to the workplace safely whilst ensuring no detrimental impact on the current measures in place.

2.2.4 The SLWG commissioned a review of every business area to assess the current Physical Distancing arrangements in each location but importantly, to identify any 'pinch points' where there may be a risk to current Physical Distancing measures at the point when more of our people return to work.

2.2.5 The Physical Distancing measures being utilised across the organisation apply the 2 meter rule (where physically possible) as per government guidance. The current advice on this 'rule' is that it remains in place for all sectors with the exception of indoor and outdoor hospitality, public transport and the retail sector.

2.2.6 The Scottish Government has advised it will continue to review the 2m distancing arrangements for other settings including in the public sector and the justice system for potential exceptions where it is safe

to do so but 2 meters will remain the default position in the short term.

- 2.2.7 As the organisation is currently adhering to a 2m 'rule' (where possible) any change to this arrangement can only be seen as a positive, however, when the advice changes to 1m distancing, it does not mean that we should immediately apply it and equally there may be caveats or conditions attached to the relaxing of the 2m rule which are unknown at this point.

2.3 Other Considerations

- 2.3.1 Many examples of the Physical Distancing measures that have been successfully introduced have been supported by the numbers of staff / officers currently working from home which has allowed others to 'spread out' and utilise the estate better, with more room being available for those who must remain at work.
- 2.3.2 The current home working arrangements have been supported by ICT to quickly and efficiently source over 1000 additional laptops / other equipment and introduction of MS Teams; by the ability of our people being able to juggle child care, home schooling and work whilst at home; the ability of the H&S teams to quickly introduce home working DSE assessments; and the ability of our line managers to quickly adapt to having to manage large numbers of people remotely (these examples are not exhaustive).
- 2.3.3 There has been a great deal of testing and learning achieved as a consequence of the COVID-19 pandemic and one area (of which there are many) where the learning has proved invaluable and which is potentially here to stay is our ability to support 'smarter working' which includes home working where possible.
- 2.3.4 A SLWG has already commenced focusing on this area with the intention of publishing a 'Smarter Working Toolkit' in the coming weeks which provides further support to those currently working from home. The existing Home Working Policy is also being reviewed and discussions with the Executive have commenced to determine the strategic direction of home working.
- 2.3.5 The organisation currently has 265 people shielding at home, of which 106 are currently working from home. The Government guidelines regarding Shielders remains that they stay at home (away from the workplace) until at least 31st July 2020 and further advice will be available in August 2020.

- 2.3.6 To ensure Physical Distancing remains a focus for the organisation as the COVID-19 position changes, it has been added to Divisional / Departmental People Plans and any continued impact is covered at Divisional / Departmental People Boards as well as Premises Boards (for the bigger sites where multiple functions are based).

2.4 Test and Protect

- 2.4.1 The Test & Protect programme continues within the organisation. The numbers remain low with only 3 people having been traced and this number has not increased over the last 4 weeks. However, as the Government relaxes the lockdown measures and areas such as the hospitality sector re-open it is anticipated that there is a risk that more of our people may be traced via the Test & Protect programme. This will obviously be subject to close monitoring by the organisation.

2.5 Shielding

- 2.5.1 The Government guidance for those shielding will be reviewed after 31st July 2020, however, organisational advice has gone out to line managers to start preparing now for the potential for those shielding to return to work (where required). Options around phased returns, flexible working patterns etc. along with individual risk assessments are being developed in advance of revised guidance being provided by Scottish Government.

3. FINANCIAL IMPLICATIONS

- 3.1 The financial implications of COVID-19 on resourcing and wellbeing issues have been covered in a separate papers presented to Resources Committee.
- 3.2 Work is underway to ensure that the wellbeing budget allocated is invested in preventative activities in the most effective way.

4. PERSONNEL IMPLICATIONS

- 4.1 There are current and evolving personnel implications arising out of COVID-19. As the COVID-19 situation progresses, the service will continue to address personnel implications to safeguard the health, safety and wellbeing of its officers and staff and the wider communities that Police Scotland serves.

5. LEGAL IMPLICATIONS

- 5.1 There are legal implications associated with the service response to COVID-19 from an employment and Police Regulatory perspective. Collective agreements with our Trade Unions are in place to ensure that our staff are flexible and agile to support critical areas of business as the impact of COVID-19 continues. Full engagement with Police Staff Associations continues to identify and agree pragmatic solutions to enable the service to flexibly and dynamically respond to this unprecedented challenge. Police Scotland will continue to act as a fair, open and compassionate employer to support delivery of critical services to the communities of Scotland.
- 5.2 Police Scotland requires to be compliant with the Health & Safety at Work Act 1974 and acknowledges there is direct correlation between an individual's wellbeing and their working environment. We must do everything reasonably practicable to provide a safe and healthy workplace for our people.

6. REPUTATIONAL IMPLICATIONS

- 6.1 The health, safety and wellbeing of officers and staff is at the heart of the COVID-19 response. The internal response to support, protect and inform the workforce seeks to mitigate reputational threats, through fair, open and compassionate employment practices.
- 6.2 If Police Scotland do not continue to prioritise the wellbeing of our people then staff morale and public perception may be negatively impacted.

7. SOCIAL IMPLICATIONS

- 7.1 There are wider social implications related to COVID-19 that are self-evident. The focus of the service is to ensure that our workforce are fully prepared and fully equipped to support the people of Scotland during this challenging period.

8. COMMUNITY IMPACT

- 8.1 The capacity, capability, health and wellbeing of our officers and staff directly impacts on the communities of Scotland. Our plans and actions are directly focused on maintaining the high levels of trust, support and visibility to the communities of Scotland.

9. EQUALITIES IMPLICATIONS

- 9.1 The unprecedented COVID-19 emergency touches many aspects of employment, community engagement and wider relationships. Consideration of equalities implications and impacts are central to all COVID-19 related decision-making, planning and activity. An EQHRIA has been drafted in regard to the COVID-19 response and will evolve over time to ensure that Equalities implications remain central to all considerations and responses.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no immediate environmental implications in relation to workforce health, safety and wellbeing.

RECOMMENDATIONS

Members are invited to discuss the content of this report.