SCOTTISH POLICE AUTHORITY

Meeting	Audit, Risk & Assurance Committee
Date	06 May 2020
Location	Tele-conference
Title of Paper	COVID-19 Risk Management
Presented By	ACC Alan Speirs, Professionalism and Assurance
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

This paper provides an overview of the Police Scotland response to Covid-19. It summarises the ongoing and changing demands and challenges faced by Police Scotland and describes the key risks and ongoing activity to address these risks.

The paper is presented in line with:

- Scottish Police Authority Committee Terms of Reference – Audit, Risk and Assurance Committee

Members are invited to discuss the content of this report.

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 specific command structure was established in February 2020 which was reviewed in April 2020 and amended to balance Executive commitment to TALLA and business as usual.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Changes to Policing

2.1.1 The COVID-19 Pandemic has required unprecedented changes to how we deliver service. Volume of calls, types of incidents and levels of recorded crime are now markedly different to those experienced at comparable times in previous years.

2.1.2 The introduction of Government restrictions across the UK was announced on the 23rd March. Police Scotland saw an initial drop in volume of calls in the days following the restrictions. Call volume has however increased, and is now higher than average in comparison to last year with a large amount of these calls from members of the public looking for advice and guidance on the new COVID regulations.

2.1.3 Recorded crime has decreased since the restrictions were introduced whereas 'Public Nuisance' type incidents, generally related to people reporting breaches of social distancing guidelines, have more than doubled compared to this period last year, and on the days following lockdown spiked significantly. Noise incidents, mainly relating to neighbouring properties has also increased.

2.1.4 Against this backdrop of changing demands, Police Scotland initially saw absence levels rise, caused by individuals requiring to self-isolate, shield or displaying COVID-19 symptoms. On 6th April 2020, Police Scotland introduced a formal testing regime, facilitated by the Scottish Government, which has assisted in allowing officers and staff to return to work.

2.1.5 In response to the predicted absence increase, the Resource Deployment Unit coordinated the movement of officers from non-front facing roles to public facing duties to ensure Police Scotland met the operational challenges. The unit is now embedded in the Operation TALLA structures and oversees all resourcing across the force, both officers and staff, providing an agile and quick response

process to move resources to the areas of greatest need as quickly as possible.

2.1.6 Much of the transformation programme paused and staff were re-deployed, with the exception of those areas assessed as critical change in support of service delivery, for example, accelerated rollout of the Contact Assessment Model (CAM), recognising the value of THRIVE assessments in identifying those who are most vulnerable and ensuring they are prioritised for face-to-face resolution.

2.1.7 ICT are undertaking a scoping exercise to identify an online platform which will allow resolution teams to conduct remote face-to-face contact with those who need it most e.g. victims of domestic abuse.

2.1.8 Training and distribution of mobile devices has continued and the change programme will be closely monitored and reprioritised in response to demand and service delivery.

2.2   Logistics

2.2.1 An Operation Talla Logistics Cell was established and prioritise the procurement, training and distribution of personal protective equipment (PPE) for officers and staff. Strong links into UK supply networks have been established. Large numbers of frontline police officers and staff have been trained and supplied with appropriate PPE.

2.2.2 Bespoke THRIVE assessment ensures officers only attend those incidents which require a physical police presence. This reduced attendance helps protect the public, officers and is in line with social distancing guidance wherever possible.

2.2.3 Police Scotland has increased the capability for prioritised officers and staff to work more flexibly and where appropriate, remotely. ICT functions have made rapid and significant changes to existing infrastructure including the procurement and delivery of a significant number of laptops which have facilitated extensive home working. This allows employees, especially those in high risk categories, to stay safe whilst undertaking business critical activities.

2.3   Health and Safety

2.3.1 Operation Talla Health Safety Committee was established with representation from the Staff Associations. This group has informed policy in respect of PPE, social distancing in the workplace, personal and workplace hygiene and staff wellbeing. Enhanced cleaning provision, both routine and deep cleaning, has been implemented to ensure Police Scotland's estate and fleet maintains the necessary levels of hygiene.

2.4   Criminal Justices Services Division (CJSD)

2.4.1 CJSD immediately re-shaped the custody operating model across the Force and introduced dedicated custody suites for symptomatic prisoners. Virtual Custody Courts were implemented and are currently being expanded across the estate.

2.4.2 The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 was enacted and allows police officers, and other officials, to assist in the enforcement of some of the restrictions in place for public safety. Police Scotland have adopted an approach of engage with the public, explain the restrictions to them, encourage them to comply and only when absolutely necessary, enforce the legislation. Criminal Justices Services Division (CJSD) in conjunction with Corporate Communications produced operational guidance on this emergency legislation which is reviewed and updated regularly.

2.4.3 Police Scotland officers have resolved the vast majority of incidents relating to perceived non-compliance of guidelines through engagement and/or explanation.

2.5   Public Confidence

2.5.1 A refreshed approach has been implemented to measure the public experience of contacting the police and their confidence in our response to the pandemic. A text survey has been introduced to gauge caller satisfaction.

2.5.2 To capture public confidence and identify emerging issues with service provision during the pandemic, the 'Your Police' Survey is now live for local divisions to gather feedback from their communities. Data received will be analysed with weekly and monthly reporting for the duration of the pandemic response for Operation Talla and local divisions.

2.5.3 We continue to deliver visible patrols, effective call handling based on individual need, professional investigations to support victims of crime and the provision of support for the most vulnerable in society. This approach, underpinned by our ethics and values, will serve to maintain confidence and reassurance, not only in the police, but also our broader resilience as a society. A national Community Impact Assessment is ongoing and updated daily.

2.6   Scrutiny and Assurance

2.6.1 Organisational learning from Op TALLA will continue to shape the organisation long after the current crisis has ended. Police Scotland is committed to ensuring we are open to scrutiny, especially when we have been conferred such extraordinary powers.

2.6.2 In addition to bespoke scrutiny towards Operation TALLA by the Scottish Police Authority, HMICS and any local scrutiny arrangements, Police Scotland has also maintained the usual governance processes. In addition to current and proposed internal assurance, a further independent assurance review was commissioned by the Chief Constable, led by Mr John Scott, QC.

2.6.3 Mr Scott will chair an advisory group to review Police Scotland's use of the emergency legislation and ensure it has been, and continues to be, proportionate and ethical. This will bring considerable value and experience to our thinking and operational practice and will inform the Service on how the use of the powers might be improved upon, dynamically as the pandemic evolves.

2.6.4 Police Scotland is preparing for the medium and longer term implications of COVID-19 and the possible impacts of a number of scenarios e.g. warmer weather or continuation, relaxation or cessation of current social distancing measures.

2.6.5 A Recovery Co-ordination Group has been established which will prepare for such future developments whilst also ensuring that organisational learning is captured and used to inform the future shape and operation of the service.

2.6.6 Unanticipated benefits of our response, such as the successful implementation of remote working and the agile co-ordination and deployment of large numbers of resources across the country, will be examined closely to establish if these measures can be incorporated into our standard operational framework.

3.   KEY RISKS

3.1   There are a number of key risks facing the organisation, both in connection with the policing response to, and as a result of, Covid-19.

3.2   In early March 2020, when the initial command structure was initiated to manage the police response, the organisation began to consider risks associated with that response. As at 24th April 2020, the Operation Talla risk register details 41 risks, the profile of which is outlined below.

3.3   Prior to the outbreak of Covid-19, two relevant risks were already identified on Police Scotland's Strategic and Organisational risk registers:

3.4   <u>Mass Mobilisation</u>
Strategic risk identified in October 2019 which recognised the possibility of increasing demands arising from the current political/environmental situations, and/or concurrency of large-scale events (planned or unplanned), and the risk to Police Scotland's capacity and capability to mobilise and deliver events safely whilst also maintaining existing levels of service. This risk had not yet been reported to the SPA Audit Committee due to a change in requested reporting frequency.

3.5   <u>Pandemic Illness</u>
Organisational risk identified in September 2018 which recognised that if the organisation did not have the appropriate plans/contingency in place to ensure continued delivery of service in the event of an outbreak of pandemic illness such as Flu, there would be a risk to our ability to provide an effective response to local communities and partners, to recover in a reasonable amount of time, and there would be additional pressure placed on staff. This risk had been reported to the SPA Audit Committee.

3.6   Both risks had a number of controls in place, but despite these, their severity remained out with appetite and tolerance.

3.7   During the policing response to Covid-19, the identification and management of risk has been swift and dynamic. 41 risks have been identified in a 5 week period, with the risk team reporting risk and control changes into the command structure weekly (via Bronze and Silver Groups).

3.8   As at 24th April, the Covid-19 risk profile is as follows:

- 56% of risks sit within risk appetite
- 32% of risks sit within risk tolerance
- 12% of risks are out with appetite and tolerance.

3.9   This demonstrates a positive trend in comparison with 3rd April, when only 39% of risks were within risk appetite and 14% were out with appetite and tolerance.

3.10   On 24th April, 5 risks scored out with appetite and tolerance:

3.11   <u>Officer Annual Leave/Rest Days</u>
Recognises that if there is not clear and specific guidance, policy and management information in place for the short, medium and long term impact to annual leave and rest days as a consequence of Covid-19, there is a risk that unmanageable levels of leave/rest days will accrue, resulting in difficulties meeting minimum staffing levels and ensuring staff welfare over the longer term.
Control measures in place include:

3.12   Existing HR policy and guidance in place for the management of leave and rest days which should be used as baseline/starting point.

3.13   This risk is newly identified and a suite of further control measures are being actioned, focusing on utilising management information to measure and track the impact and producing guidance on how line management can effectively manage the implications to within risk appetite.

3.14   <u>Budgetary Impact - Operation Talla Costs</u>
Recognises that if an agreed funding model for delivery of Covid-19 policing requirements is not agreed promptly, there is a risk that the ability to plan and deliver the policing operation to the standard required may be restricted as a result of cost implications. Control measures in place include:

1. Communication with Scottish Government is ongoing regarding forecast additional costs and corresponding additional funding required to deliver services to the standard required.

2. Reporting daily finance report through command structure setting out operation costs and commitments.

3. Contingency plans being developed as ordered by the command structure to manage down service delivery in some non-critical areas to allow critical areas to be serviced accordingly.

4. Central tracker evolving to capture operation costs, develop forecasts (revenue, capital, cash flow, procurement), management of stock, policy changes & SG reporting.

As such, the current risk score is reduced from its inherent level. Further controls include continued forecasting, further analysis and tracking of the impact on budget.

3.15   Home Working - Information Security
Recognises that if Police staff and officers move to home working in order to follow Government instruction on social and organisational distancing, there is a risk that individuals may begin to use personal devices or email to manage Police Scotland data and information, or otherwise inadvertently breach information security guidelines. Control measures in place include:

1. Only Police Scotland owned devices are authorised to be used and access the network.

2. Process in place for requesting and authorising ICT equipment.

3. Each and every request for equipment is reviewed by Information Security Manager to assess business need and criticality.

4. Staff information poster on home working information security do's and don'ts created and distributed.

5. Significant equipment orders made and high volumes of equipment already distributed.

6. User capacity assessed and monitored.

7. Home working guidance and instruction on managing information security has been issued to any users approved for home working on issue of a laptop.

3.16   Further controls include proactive monitoring of ICT use and compliance with information security guidelines.

3.17   The risk score remains at its inherent level until the effect of the above controls can be measured. However, the risk is assessed to be on a reducing trend.

3.18   Providing Appropriate PPE
Recognises that if we do not provide appropriate PPE there is a risk that staff and officers may become infected, resulting in the disease spreading and affecting the health, safety and wellbeing of staff and

officers as well as having an impact on service delivery through declining resource levels.

Control measures in place include:

1. Procurement structures form part of Logistics framework, which is also linked into Health and Safety Bronze structure and supported by Silver and Bronze groups.

2. Additional sanitary products purchased to cope with demand.

3. Operational guidance has been produced and implemented on the intranet where it is available to all staff and officers.

4. Health and Safety risk assessment has been completed for Covid-19 policing response which covers the legislative requirements to have and provide appropriate PPE.

5. Large quantities of hand sanitizer distributed and on order.

6. FFP3 masks continue to be rolled out to local policing officers with clear guidance that only officers with this PPE are to be deployed to instances with suspected Covid-19 involvement.

7. Forecasting tool to identify current stock/issue versus order/delivery schedule accurately is now in place.

3.19 As such, the current risk score is reduced from its inherent level. Further controls include further ordering of PPE and training of officers in its use; further orders of soap/hand sanitizer; and continued monitoring of stock levels and forecasting.

3.20 <u>Minimising Contact at Courts and Custody Hearings</u>
Recognises that if we do not reduce the number of individuals coming through courts and at custody hearings there is a risk that Covid-19 will be transmitted through human interaction within the custody environment which will result in a higher probability that staff, officers and the public will be contaminated.

Control measures in place include:

1. Virtual court facilities have been established at 8 centres to reduce human interaction

2. Revised Lord Advocate's guidelines on liberation are now in place.

3. Agreement has been reached with the Scottish Courts & Tribunal Service (SCTS) to suspend execution of certain Post-Conviction Warrants.

3.21 As such, the current risk score is reduced from its inherent level, and the score of this risk decreased further during April. Further controls include work ongoing to install virtual facilities at 3 more sites.

3.22 Across all 41 risks, the risk impact categorisations can be broken down as follows:

- Service Delivery (51%)
- Health & Safety (21%)
- Public Confidence (15%)
- Wellbeing (8%)
- Finance (5%)

3.23 In addition to the risks outlined above, a risk register relative to the 'recovery' phase is under development. This will detail those risks identified as a result of Covid-19, and those associated with the policing response during future recovery phases. This risk register will be a management tool for the Recovery Coordination Group under ACC Higgins.

3.24 Lastly, the implications of Covid-19 will affect the organisation's full risk profile, and work is underway to reassess and report on the effects.

4. FINANCIAL IMPLICATIONS

4.1 The finance team is working with the Operation Talla team to monitor spending in relation to COVID-19 and will report through the usual budget monitoring arrangements into the Resources Committee and SPA Board.

5. PERSONNEL IMPLICATIONS

5.1 There are personnel implications woven throughout this report. The Scottish Police Federation, Unison, Unite and ASPS are represented at the frequent Silver meetings and are consulted on all decisions.

6. LEGAL IMPLICATIONS

6.1 Legal challenges could be faced in the future. Police Scotland are adapting their response in line with expert medical advice and Government guidance.

7. REPUTATIONAL IMPLICATIONS

7.1 Full scrutiny measures, as discussed in the body of the report, are being undertaken.

7.2 A Corporate Communications strategy is in place and regularly reviews internal advice and guidance alongside external messaging in conjunction and consultation with partners.

8. SOCIAL IMPLICATIONS

8.1 There are no social implications beyond the wider impact of the topic discussed in the report.

9. COMMUNITY IMPACT

9.1 A full and wholesale review of how Police Scotland conducts core business has been carried out as a result of the pandemic. Service delivery to local communities has been at the centre of this review and has not been compromised.

10. EQUALITIES IMPLICATIONS

10.1 There are no equality implications. Police Scotland processes remain and fairness is applied consistently.
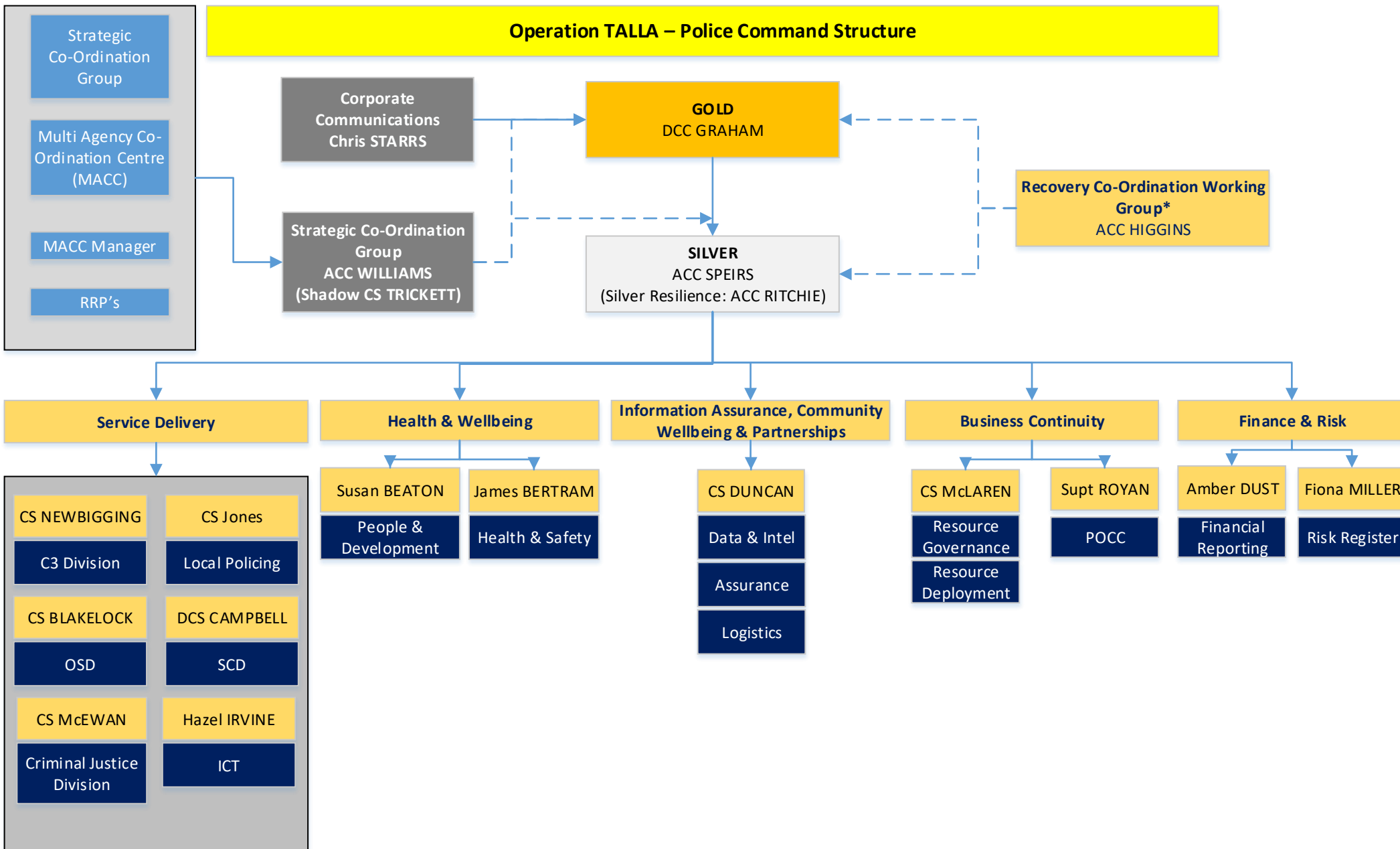
11. ENVIRONMENT IMPLICATIONS

11.1 There are no specific environment implications.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

Operation TALLA – Police Command Structure

Strategic Co-Ordination Group

Multi Agency Co-Ordination Centre (MACC)

MACC Manager

RRP's

Corporate Communications
Chris STARRS

Strategic Co-Ordination Group
ACC WILLIAMS
(Shadow CS TRICKETT)

GOLD
DCC GRAHAM

SILVER
ACC SPEIRS
(Silver Resilience: ACC RITCHIE)

Recovery Co-Ordination Working Group*
ACC HIGGINS

Service Delivery

CS NEWBIGGING

C3 Division

CS BLAKELOCK

OSD

CS McEWAN

Criminal Justice Division

CS Jones

Local Policing

DCS CAMPBELL

SCD

Hazel IRVINE

ICT

Health & Wellbeing

Susan BEATON

People & Development

James BERTRAM

Health & Safety

Information Assurance, Community Wellbeing & Partnerships

CS DUNCAN

Data & Intel

Assurance

Logistics

Business Continuity

CS McLAREN

Resource Governance

Resource Deployment

Supt ROYAN

POCC

Finance & Risk

Amber DUST

Financial Reporting

Fiona MILLER

Risk Register

V6

***Note**: Recovery Co-Ordination work stream will be led by DCC KERR, with ACC HIGGINS leading associated Working Group