

Meeting	SPA Policing Performance Committee
Date	11 October 2022
Location	Video Conference
Title of Paper	Police Scotland CJSD Performance Update
Presented By	Chief Superintendent Gordon McCreadie, Criminal Justice Division
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this report is to provide an update in regards to the progress of CJSD re-modelling work; detailing the impacts on performance, people and process across Middle Office and Production functions whilst highlighting opportunities.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 CJSD re-model background and re-structure.
- 1.2 In 2022, recognising an opportunity to improve the leadership structure in our Middle Office and Productions functions, Police Scotland created a new Head of Service - CJSD post, the most senior Police Staff role available in the division, and one which reports directly into the Divisional Commander. The post is designed to augment the work of the existing four Regional Managers in Middle Office and will also oversee two new Regional Managers posts in Productions, all of whom provide support and scrutiny for staff at a regional level.
- 1.3 The creation of this new Head of Service post demonstrated our commitment to reviewing our workforce balance, improving vertical and lateral development opportunities for our staff, whilst freeing up police officers for duties which require their warranted powers. Importantly though, the creation of the post now provides greater stability for the division and our people, embedding a senior police staff member who will now be embedded far longer than what might previously have been considered as the normal tenure of a senior police officer in the post. Jenna Noble joined as Head of Service on 18th July 2022, having been appointed from an external organisation following a very competitive recruitment process.
- 1.4 Whilst often hidden from sight, Police Scotland's Middle Office and Productions functions plays a critical role in the provision of policing in Scotland. Our Middle Office staff contribute to the efficient running of the Criminal Justice System by ensuring that information including warrants and bail conditions, missing persons' records etc. are kept up to date. Staff in the Middle Office maintain and quality control information and updates on various police systems ensuring high standards of accuracy and relevance. By ensuring officers have immediate access to accurate information, the work undertaken by our staff in the Middle Office has a key role in keeping our communities safe. In recognition of this, new processes and technology have been introduced to better enable their work and this will continue to develop as more national systems are embedded.

1.5 Productions, are a slightly more visible and critical function as there is more engagement with the public. 'Productions' are defined as "an article, document, or anything (including animals), which is connected with a crime or offence, or other matter under review". Our Productions staff have a primary responsibility to lodge, store and track the movement of productions until items are no longer required to be retained where they will follow a disposal process. Items are stored across Scotland in 56 stores, varying in size and location. Productions staff have a vital role to play in the end to end process of criminal justice. They work closely with partners in COPFS, Scottish Courts and Tribunal Service and Forensic Services to minimise risks and look for improvements whilst supporting policing and police investigations. Productions also are responsible for lost and found property across Scotland.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Middle Office – People

2.1.1 Due to the re-structure across Middle Office; it naturally created internal opportunities for promotion. A number of Criminal Justice Support Officers (CJSOs) were successful in securing Team Leader positions and the Regional Managers have been focusing on internal development to ensure newly promoted staff are nurtured into managerial roles.

2.1.2 Alongside, new recruit training, the division have been rolling out the new national Core Operating Solutions (COS) to provide Middle Office with a National system, allowing work to be shared more agilely across locations in Scotland and this will enable Middle Office to be more flexible and efficient with resources, shifting work more easily to meet demand. This will be a significant enabler for the future, increasing training opportunities and staff development whilst releasing capacity across Scotland.

2.1.3 COS has now been delivered in D, N and A Divisions, allowing for shared workloads across the North region of Scotland through a national workflow management system. This work will continue until systems are fully nationalised and the full benefits of COS are recognised.

2.2 Middle Office - Process

2.2.1 The leadership structure change reflects a national team however the division are still working through the roll-out of COS to support this. Any tasks that can be processed nationally are now held on the Workflow management system (WFM), with over 100 tasks being received and processed this way. This has been a key enabler in bringing staff together and has paved the way for operating as a truly national team with common practice and ways of working enabled by national systems.

2.3 Middle Office – Performance

2.3.1 Performance is managed in accordance with set Service Level Agreements (SLAs) in relation to updates based on the nature of work required and the urgency of the task based on threat and risk. This currently dictates who and where, based on geography and skillset, will perform tasks associated to each task. Performance management will be streamlined with the full nationalisation of the Middle Office function, allowing for greater resilience across all tasks regardless of geography.

2.3.2 Quality assurance is essential; ensuring staff tasks are monitored and coaching is provided where required, allowing for staff to develop and increase their confidence. Team Leaders take responsibility for the quality assurance for their own team along with training needs identification.

2.4 Middle Office - Challenges

2.4.1 Risk - Priority/urgent/high risk tasks are received by Middle Office 24/7 – 365 days a year and resourcing is required to meet the demand. The completion of these tasks within SLA is critical to ensure effective operational policing, the efficient running of criminal justice process and public safety. These include Category A (priority) warrants for arrest, Missing Person markers, Bails, Undertakings, Sex Offender status, Criminal and civil interdicts/orders. All of which if not updated within reasonable times could have a detrimental impact and create risk. Current modelling enables this work to be prioritised accordingly.

2.5 Middle Office – Opportunities

- 2.5.1 Completion of the COS roll out will create the national platform for consistent processes across Police Scotland. Standardisation of all operating procedures is key to consistent service delivery and management across Middle Office and Productions. This will create future opportunities for automation of tasks, creating capacity and fully utilising resources.
- 2.5.2 Nationalisation will create an opportunity for a review of demand across Scotland within Middle Office, ensuring our resources meet demands, with the ability to identify opportunities for capacity.
- 2.5.3 Learning and development for all staff is key to ensure nationalisation of Middle Office, creating opportunities for multi-skilling, pathways for succession and development for all levels of staff. There are a small number of Training and Development Officers dedicated to supporting delivery of essential training.

2.6 Productions – People

- 2.6.1 Due to the geographic and estate challenges, we have several stores manned by single staff members which presents resilience challenges on occasion. Our experience is that those who are working in isolation from other team members often feel less valued, or less embedded as part of a broader team. This can lead to management challenges due to the team leaders covering several stores and the geography can mean staff are mainly being managed remotely. This challenge is driven by legacy estate provision and is challenging to overcome in the short or medium term within the fiscal environment.
- 2.6.2 Productions are in the final stages of developing an induction and training plan for all new staff joining, ensuring the right development into this critical function. This will also allow for development discussions with existing staff to upskilling and managing competence in the range of duties undertaken.

2.7 Productions - Process

- 2.7.1 Whilst Productions have faced challenges caused by disparate ways of working, the national rollout of ICT applications will now assist in ensuring we have national processes across all stores, allowing for greater analytics, tracking and management potential.

2.7.2 Productions management have been discussing improvements to processes with partners in relation to the retention of cash seized as productions, this would require a policy change to support Police Scotland minimising risks associated. We currently securely hold cash in stores across Scotland and with some held in secure deposit boxes with RBS. These arrangements with RBS will cease at the beginning of 2023 which will increase the figure we currently hold without a review of practice in relation to the retention. We are seeking internal legal advice in relation to changes to our processes to minimise the risks involved in retaining excessive amounts of cash seized or proceeds of crime.

2.7.3 Productions also store other high risk items, such as drugs, firearms, weapons, ammunition and explosives, these are audited on a monthly basis to minimise risks associated. The storage of such items can be a challenge and we require to ensure we utilise the appropriate operating model and the have an appropriate estate and facilities to house such items safely.

2.8 Productions – Performance

2.8.1 Productions received versus disposal rates are monitored closely to ensure the division does not breach capacity in our estate. Regardless of this, there are some areas of the estate which have been bordering on full capacity for some time. The division currently have a higher intake of productions in comparison to the number of disposals, thus our accumulation rate is too high. This has been an issue for some time, but has not been helped by COVID impact on court backlogs. It has been identified by the project team who have used reform funding for the introduction of a disposal team to deal with historic summary cases.

2.8.2 Due to the increasing demand for space in relation to productions, the challenges single person stores bring, as well as issues with working environments, it has been identified a requirement to centralise stores and where possible, amalgamate smaller stores into larger ones. This however requires investment in estate and the division have been working with the Estates team on an Estates Enablement Plan which looks at all aspects of the division, including Custody estate.

2.9 Productions - Challenges

- 2.8.1 Estate – Productions store span the country, vary in size, staffing and volume of work, this can be difficult to manage and we recognise due to the challenges around production retention, court case backlogs and the environment. As such the division require to re-model the estate, particularly in West of Scotland.
- 2.9.2 Partnerships – Across partners, there have been competing priorities which can often be difficult to navigate change. The division are working with them to showcase the possibilities for the future in relation to Productions.

2.10 Productions – Opportunities

- 2.10.1 Ensuring our estate is fit for purpose is critical to the success of Productions. Developing long term plans to ensure our estate meets demands of the future taking into consideration projects underway such as BWV, DESC and any other digitalisation works which will impact on Productions processes. It is important to note that even with the introduction of digitisation, there will still be a requirement to hold physical productions seized in recent years for an appropriate period of years. As such, whilst there will be future benefits i.e. a reduction in storage space required, there is a high degree of latency in recognising the full benefits of space saving.
- 2.10.2 Using enhanced data to identify opportunities across the estate, ensuring our resources meet demands, with the ability to identify opportunities for releasing capacity through re-provision of resources.
- 2.10.3 Learning, development and coaching of staff, through quality assurance opportunities to be developed.
- 2.10.4 Investment in purge teams to ensure our stores are disposing of items which no longer need to be retain to ensure the right capacity for the future. This may be a short term measure and in line with the review of demand vs resource can ensure this can be managed internally.

3. FINANCIAL IMPLICATIONS

3.1 Currently overtime covers gaps in resources, which comes with risk to staff, for example, burn out, additional requirements on Team Leaders and Regional Managers to obtain cover and ensure WTD compliant. We have completed the recruitment of 25 positions and are awaiting vetting outcomes before start dates commence.

4. PERSONNEL IMPLICATIONS

4.1 As noted in paper.

5. LEGAL IMPLICATIONS

5.1 There are no known legal implications.

6. REPUTATIONAL IMPLICATIONS

6.1 There is a very low risk of reputational impact from this matter.

7. SOCIAL IMPLICATIONS

7.1 There are no known social implications.

8. COMMUNITY IMPACT

8.1 There is no identified community impact.

9. EQUALITIES IMPLICATIONS

9.1 There are no known equalities implications.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no known environmental implications.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.