

Meeting	Authority Meeting
Date	22 January 2021
Location	Video Conference
Title of Paper	Local Policing Programme
Presented By	DCC Will Kerr, Local Policing
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide members with a high level overview of the proposed themes and activities to be included in the Local Policing Programme for 2021/22. These themes and activities evolve and build on some of the current activities from the 2020/21 year as well as establishing new priorities, added to ensure that the Programme continues to strengthen, improve and modernise Local Policing in Scotland.

Members are invited to discuss the content of this paper.

1. BACKGROUND

1.1 The aim of the Local Policing Programme (LPP) is to:

- Re-balance the tone and presentation of Police Scotland to ensure that the full range of its policing functions are delivered and presented with local communities as the target audience.
- To ensure that decision-making and governance practices within Police Scotland: in particular, the balance of tone and engagement between corporate and local tiers of the organisation, reflects the differing needs and sensitivities of the urban, rural, Island and remote communities access across Scotland.
- To ensure that the resourcing, policies, processes and structures of Divisions remain fit to meet the changing needs of communities across Scotland in the 21st century.

1.2 A number of key activities were delivered throughout the 2019/20 year. In January 2020, building upon the achievements of the previous year, a paper was presented to Strategic Leadership Board proposing a refresh of activities for the 2020/21 period. These were approved for progression with oversight of delivery provided via the Local Policing Programme Board and Local Policing Management Board.

1.3 Regular engagement with Divisional Commanders, Local Policing Teams and external partners has been, and remains critical to ensuring that the Programme delivers change to the benefit of Local Policing in a way that is genuinely flexible and appropriately bespoke, increasingly moving away from corporate change based primarily on the blueprint of an urban policing model.

1.4 As the 2020/21 year enters Quarter 4, it is appropriate to again refresh the activities under the LPP with a forward look to the key themes and priorities that will make the greatest impact in 2021/22 period, and which can continue to improve both confidence in policing and the general tone and presentation of Police Scotland.

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Seven thematic areas of focus are proposed for the Local Policing Programme (LPP) in the 2021/22 policing year. In considering and establishing the themes detailed in this report there is alignment of

the objectives within each, to key outcomes within the Joint Strategy for Policing and the Annual Police Plan.

- 2.2 As has been the case in previous years of the LPP, the outputs and activities in 2021/22 will be reported upon regularly through Local Policing quarterly progress updates on Annual Police Plan, and also via individual governance reporting appropriate to each theme/project. Where appropriate, some activities within the programme will be subject of independent advisory group engagement and independent evaluation.
- 2.3 Progress against all themes and deliverables described in this report will be subject of ongoing oversight and direction at the Local Policing Programme Board, through the Local Policing Management Board, and to Strategic Leadership Board.

Theme 1 - Modernised Contact & Engagement (Executive Lead ACC Hawkins/CDIO Hendry)

- 2.4 In the 10 year strategy – Serving a Changing Scotland, there was a commitment to transform the way that people can contact the service and how queries would be resolved, recognising and responding appropriately to the needs of individuals and communities. In 2019, the LPP had an objective to develop a Public Contact and Engagement Strategy for Police Scotland. A draft strategy in this regard was created and concluded into the early part of 2020. This was developed with the public and based on extensive research, with the strategy recognising that improving public contact and engagement requires enhanced technology, data and digital capability.
- 2.5 The ICT infrastructure currently in place does not support channel choice and is some years away from doing so. A roadmap for change in this regard is articulated in the DDICT which details the process of delivering enabling platforms across a 3-5 year plan.
- 2.6 An objective of the Local Policing Programme in 2020 was to review and consider options for the future in relation to Public Contact and Engagement and how aligned to the delivery of enabling technologies, those aspects of the Public Contact and Engagement strategy could be delivered.
- 2.7 This work in 2020 resulted in presentation to and approval by the Strategic Leadership Board of proposals to establish a new Modernised Contact and Engagement Programme. The aims of the Modernised Contact and Engagement Programme are; to increase

public accessibility; strengthen the C3 and Local Policing Operating Model; and enhance service and sustainability. This will be achieved by;

- Maximising the opportunities created by identified in-flight emerging technologies projects and to build associated practices for the introduction of and operational usage of new communication channels to improve public contact and engagement.
- Building upon the foundations of the Contact Assessment Model by further enhancing the THRIVE assessment approach and expanding available resolution options to strengthen the C3 and Local Policing Operating Model to realise its full potential.
- Enhancing and develop existing collaborations (i.e. Mental Health Pathway) and introducing new partnership pathways to improve outcomes for people and divert police demand to more suitable services at the earliest opportunity.

2.8 The establishment of Modernised Contact and Engagement governance mechanisms under the direction of ACC Hawkins and CDIO Andrew Hendry will oversee development of relevant programme and associated project initiation proposals, into the early part of 2021. This will include clear delivery and implementation plans across a number of contributing projects.

Theme 2 - North East Division Integration Project (Executive Lead ACC Hawkins/CFO Gray)

2.9 The North East Integration Project delivered a Full Business Case and received approval from SPA on 30th September 2020.

2.10 The project has now entered its delivery phase, with the contracted building works now due to commence early 2021, post festive break.

2.11 A strict and tight timeline follows which involves building works and movement of staff to several existing police premises. The movement of staff will take place between December 2020 and March 2021. There has been no immediate impact on the timeline due to COVID-19 however NEDIP continue to monitor the situation carefully.

2.12 There are a number of benefits anticipated from the Project with these including;

- The removal of the operational risk associated with the condition of Queen Street;
- Supporting the delivery of the Aberdeen City Council city centre masterplan;
- Co-location of police resource to two Local Authority premises, making good efficient use of available public sector office space;
- Service Redesign, taking every opportunity through co-location to integrate services;
- A new Cybercrime North Hub - a blueprint for Scotland which will aim to achieve ISO accreditation;
- A fit for purpose and modern office space provision to better support wellbeing and business resilience;
- The net reduction of carbon emissions by 785 tonnes annually.

2.13 The above project has key deliverables in terms of meeting its objectives by September / October 2021, with all moves to be completed by then and the end phase delivered which involves the Queen Street building being entirely vacated, decommissioned and handed over to Aberdeen City Council.

2.14 This Project is expected to provide a positive blueprint in terms of local area multi-agency service redesign that can be considered for replication elsewhere. In terms of high level deliverables, progress against delivery implementation plan is overseen by the North East Division Integration Project Board, led by ACC Hawkins.

Theme 3 - Volunteering Strategy (Executive Lead ACC Hawkins)

2.15 A key deliverable for the LPP during 2020 was development of a Police Scotland Volunteering Strategy. The strategy is intended to reflect a more modern approach to volunteering that can offer a blended selection of roles and skills; that is flexible and adapts to policing demands and that offers a clear framework of support and opportunity to our volunteers.

2.16 Drawing on recommendations from Scottish Institute of Policing Research (SIPR), National Police Chiefs Council (NPCC) and Citizens in Policing (CiP), as well as being informed from engagement with key business areas, the strategic themes within the Volunteering Strategy are:

- **To expand the impact of volunteers by developing a response that is skilled, capable, empowered and aligned**

to local and national policing priorities – This will include activities linked to blended volunteering roles from PSYV, retired officers, support roles and policing specialisms such as cyber.

- **To develop a modern volunteering service that is flexible and adaptable and can evolve to meet policing challenges now and in the future** – This will include activities linked to diversity within the volunteering cadre and growing the impact of volunteers with an emphasis on quality of contribution. Volunteering opportunities will be extended into a wider range of policing functions beyond the traditional volunteering role including for example, Criminal Justice Services and Operational Support.
 - **To create a positive working environment where volunteers feel valued, supported, trusted and enabled** - This will include activities linked to reward and recognition, engagement and wellbeing support, broader opportunities to diversify, a professional framework of co-ordination and governance to support delivery of the strategy.
- 2.17 In terms of high level deliverables for the 2021/22 period, it is expected that in line with Change Governance mechanisms, that appropriate Project Initiation Documentation will be concluded into the New Year, towards establishment of a small project delivery team. The subsequent Volunteering Project will work to a clear delivery and implementation plan with appropriate governance mechanisms under the direction of ACC Hawkins.

Theme 4 - Mental Health Strategy (Executive Lead ACC Ritchie)

- 2.18 With development of the Mental Health Strategy in 2020, Police Scotland will build upon this through 2021 and move into delivery against key aspects of the strategy.
- 2.19 In terms of the high level deliverables expected against the Strategy in the coming year Police Scotland will:
- Develop and implement a delivery plan for the Mental Health Strategy.
 - Continue to develop and build on the work of the Mental Health Governance group.

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- Using appropriate data, we will continue to develop our understanding of the nature and level of demand in this area.
- Develop preventative work in tandem with C3 to support the Mental Health Pathway.
- Consider local landscapes, with a view to understanding the essential elements to support street triage opportunities.
- Continue to roll out the Distress Brief Intervention approach nationally.
- Continued work on the Criminal Justice Harm Reduction Strategy

Theme 5 - Local Policing Collaborations (Executive Lead - ACC Ritchie)

2.20 This theme will see delivery of key activities by Partnerships Prevention and Community Wellbeing (PPCW) with an enhanced focus on stakeholder engagement at a national, regional and local level to increase collaboration to meet the needs of local communities.

2.21 In terms of the high level deliverables for this theme in the coming year, Police Scotland will;

- Work with the Community Planning Improvement Board, as they work towards enhancing local Community Planning Partnerships, to ensure they are effective and support the delivery of local priorities.
- Continue to develop the Partnership Superintendents Forum, to support Local Divisions in this area of work, creating opportunities to share good practice across Scotland and identifying issues requiring national solutions.
- Deliver ongoing support to Divisions under Community Planning Partnership arrangements through national initiatives.
- Provide a dedicated Senior Management representative to attend Regional Delivery Boards, to enhance understanding of emerging needs and ensure support from PPCW meets these needs. PPCW are developing their prevention approach which will be delivered through these boards.

- Develop, through the Reform Collaboration Group, the Collaborative Improvement Model with Fire and Ambulance which will allow Police Scotland to better identify opportunities for collaboration.
- Continue to refine Police Scotland's Public Health approach to policing, developing prevention models building on methodology developed through approaches such as the Carriage of Naloxone Pilot and Decriminalisation of Children in Care, whilst contributing to the development of this work at a UK level, through work under the 4 nation's portfolio and internationally through the development of the International Academy.
- Lead on force responses to introduction of relevant new legislation including the Hate Crime Bill and UNCRC incorporation.
- Review and redesign the current Prevention Task Force Model, to ensure that this provides appropriate support to Local Divisions, aligned to the changing operational context.
- Continue to implement the revised PPCW Model as a new division, better aligned to Local Policing whilst maintaining essential close working relationship with SCD portfolios.

Theme 6 - Local Policing Design (Executive Lead ACC Mairs)

- 2.22 Recognising a range of likely outputs following the work on Strategic Workforce Plans, it is proposed for 2021 that a Local Policing Design governance structure will be established. This is in recognition of a range of ongoing operational and specialist reviews (Intelligence Review, Force Middle Office restructure, Cybercrime Strategy etc.) that will have a potential impact on the future shape and structures of Local Policing.
- 2.23 The proposed establishment of a Local Policing Design Oversight Group will provide a platform to consider the individual and collective impact of these reviews as well as initiating and coordinating any Design Focused Reviews commissioned within Local Policing. Establishment of the Oversight Group will enable a joined up, clear and agreed understanding of what Local Policing is there to do and how it is going to be done and will ultimately lead to and support understanding of future Target Operating Model for Local Policing. This Oversight Group will also have a connection and alignment into organisational change.

2.24 With executive oversight from ACC Mairs, it is expected that activity under this theme will include primary high level deliverables for the 2021 year of;

- Establishment of an appropriate Local Policing Design framework and development of clear Design Principles for any future adjustments to the Local Policing Model.
- Establishment of a Local Policing Design Oversight Group to ensure positive engagement and visibility across the range of reviews and that proposed service improvements that have impacts on the Local Policing Model are considered against the Design Principles. This will include close alignment to Criminal Justice Re-Design to fully consider crossover impacts.
- Commissioning and overseeing Local Policing related Design Improvement work that minimises duplication across the 13 Divisions and maximises efforts to make effective change and improvements that best support delivery of frontline services. This aspect will have a close alignment to Theme 7 around Local Policing Continuous Improvement.

Theme 7 – Local Policing Continuous Improvement & Engagement (Executive Lead ACC Johnson)

2.25 Organisational learning and continuous improvement is vital for any organisation in order to ensure it is responsive and capable of delivering high quality relevant service. Failure to harness best practices reduces quality of service and opportunities for individuals and the organisation to grow.

2.26 It is vital that Police Scotland ensures that learning, feedback and recommendations from a range of sources such as Her Majesty's Inspectorate of Constabulary in Scotland (HMICS), Police Investigations and Review Commissioner (PIRC) and Professional Standards Department (PSD) are understood and embedded effectively whilst reaching into the Local Policing Divisions in an effective way.

2.27 Working in collaboration with Local Policing Divisions, Governance, Audit and Assurance, the LPP will strengthen and improve organisational learning and continuous improvement across Local Policing to encourage a positive learning culture and to effectively share the many excellent examples of improvement that are developed within Local Policing.

- 2.28 Aligned to the theme of continuous improvement and organisational learning, the LPP will also seek to build upon learning from Operation Talla and in particular the positive introduction of a Local Policing Coordination Function which has enhanced communication, engagement, support and coordination across the Local Policing landscape.
- 2.29 With governance oversight from ACC Johnson, it is expected that activity under this theme will include high level deliverables in the 2021 year of:
- Establishment of a Local Policing Organisational Learning framework for Local Policing that complements the development of a wider organisational framework.
 - Focus on emergent leader's development, with introduction of Masterclass Continuous Professional Development Sessions and further development of Collaborative Leadership opportunities.
 - Development of a Local Policing Communication & Engagement Strategy. This will include enhancement of existing channels of communication/engagement such as Divisional Commanders Forum and Police Scotland/COSLA/SOLACE Engagement Sessions) alongside identification of and introduction of new channels of engagement as appropriate to deliver against the new strategy.
 - Coordination of Local Policing Mitigation Plans for the concurrent demands of COVID, EU Exit, Euros 21 and COP26.
 - Establishment of a clear framework for Local Policing Policy and Strategy development.

Criminal Justice Services

- 2.30 Criminal Justice Services (CJS) are a significant feature of the Local Policing Portfolio, however it is noted that CJS has not been detailed as a defined theme within the context of the Local Policing Programme for 2021/22. This is in acknowledgement that CJS has an already established significant change programme ongoing and which has robust governance links internally and with external multi-agency partners. Assurance is provided that CJS will be engaged across the themes detailed in this paper as a key dependency.

Next Steps

- 2.31 The outlined themes detailed in this report were approved by the Strategic Leadership Board on 13 January 2021. It is projected that delivery plans aligned to each theme will be refined during Q4 (2020/21), with a view to commencement from Q1 (2021/22).

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications associated specifically with this paper. Where there are financial implications relative to delivery of any activities within the detailed Themes, these are subject to separate governance submissions. For example, the costs associated with delivery of the North East Division Integration Project have been subject to Full Business Case submission and approval. This will likewise be the case for any other proposals that have a financial implication, such as the ongoing development of proposals for Modernised Contact and Engagement.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications associated specifically with this paper. Where there are personnel implications relative to delivery of any activities within the detailed Themes, will be subject to separate submissions through approved governance structures.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications associated specifically with this paper. Where there are legal implications relative to delivery of any activities within the detailed Themes, these are subject to separate submissions through approved governance structures. For example, legal implications associated with delivery of the North East Division Integration Project have been detailed within and acknowledged as part of the Full Business Case submission.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no reputational implications associated specifically with this paper. Where there are reputational implications relative to delivery of any activities within the detailed Themes, these will be subject to separate submissions through approved governance structures.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications associated specifically with this paper. Where there are social implications relative to delivery of any activities within the detailed Themes, these will be subject to separate submissions through approved governance structures.

8. COMMUNITY IMPACT

8.1 There are no community impact implications associated specifically with this paper. Where there are community impact implications relative to delivery of any activities within the detailed Themes, these will be subject to separate submissions through approved governance structures.

9. EQUALITIES IMPLICATIONS

9.1 There are no equalities implications associated specifically with this paper. Where there are equalities implications relative to delivery of any activities within the detailed Themes, these will be subject to assessment and engagement as appropriate and with separate submissions through approved governance structures.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications associated specifically with this paper. Where there are environmental implications relative to delivery of any activities within the detailed Themes, these will be subject to separate submissions through approved governance structures.

RECOMMENDATIONS

Members are invited to discuss the contents of this report.