



**POLICE
SCOTLAND**

Keeping people safe

National Officer Safety Training Review

Review and Evaluation Report

April 2015



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1. INTRODUCTION

This report briefly details the current position nationally of Officer Safety Training (OST). This report outlines the background to OST in Scotland, the purpose and methodology of the review, a brief outline of how OST is delivered at Divisions and what supporting processes are in place at Divisions, the results of the fact-finding exercises and recommendations to standardise and drive OST forward.

All the work that was carried out was necessary to obtain sufficient data, evidence and systems that will ultimately form a national training strategy and minimum effective standards for OST, development and management on a national basis.

To this end the Divisional consultation process has progressed and finally obtained wide and varied data, divisional processes, structures and good practice. Contact with individuals, both delivering and undertaking the training was seen as important as a network of reliable and forward thinking trainers will be required to assist in driving change forward.

This work will propose recommendations that will form the basis and management of a national officer safety training programme.

Background

OST was first introduced to the Scottish Police Service by Strathclyde Police in 1995 following the death of PC Lewis Fulton. Other Scottish Forces quickly followed suit and within a few years an ACPOS Officer Safety Training Programme was approved and its application monitored by an Officer Safety Practitioners Group which was chaired by the Head of Probationer Training at PSC - Tulliallan. This group reported to the ACPOS Probationer Training Sub committee and ensured that monitoring and development was effectively co-ordinated across Scotland.

As a result of this group, a core OST Training Package was formed.

As time progressed, a disparity in the way that OST was being delivered across the different Legacy Forces was identified and as a result concerns were raised by the Scottish Police Federation at the ACPOS General Interests Committee.

In light of this ACPOS Personnel and Training was invited to review the existing provision of such training with a view to making recommendations regarding future delivery. This was a high level project headed by [REDACTED] - ACPOS Personnel and Training Committee, [REDACTED] - Chair of ACPOS Probationer Training Subcommittee, and consisting of ACPOS Representatives, Representatives from the Scottish Police Federation and Training Heads from Legacy Forces. Supt Edmonston from PSC - Tulliallan was nominated as Project Manager. The project team was part time and consisted of members of the OST Practitioners Group.

In August 2008, a project mandate/remit was submitted to ACPOS Personnel and Training Committee for their consideration. Members subsequently approved the formation of the National OST Review Project as outlined above.

Below is a summary of the recommendations that were subsequently agreed:

Refresher Training

Quoting reports from HMIC, NPIA, and Health and Safety it was recommended that all OST refreshers were to be undertaken annually. This was not initially agreed by all Legacy Forces but is now nationally agreed.

Delivery Methods

Initial training to be modular to allow for improved retention.

Instructors

Introduction of a nationally agreed OST Instructors Course linked to Scottish Qualifications Framework. To be supplemented by a portfolio of evidence showing delivery of effective OST.

Credit rating submission for Basic/Instructors Course submitted to PSC - Tulliallan in January 2010. This was never completed.

It was agreed that there should be 2 trainers per session with a student/trainer ratio of no more than 12-1 with the optimum being 8-1.

An Equality Impact Assessment was completed in January 2010.

No evidence of who signed the project off or any documentation for the rationale for the chosen techniques can be found.

Since the introduction of the National Programme, there have been a number of practitioner/development group meetings. These consisted of a Representative from each Legacy Force, usually at Constable or Sergeant Level. Although these meetings were minuted and decisions made, there appeared to be no clear lines of communication and many practitioners were and are unaware of what was agreed. Many members of these groups have since moved on and much of what was agreed was never implemented by the respective Legacy Forces.

Although a national standardised core programme was developed and delivered to student Police Officers at PSC - Tulliallan, this core programme was not always replicated at the annual refreshers, with some Legacy Forces maintaining their own programmes and techniques. This has led to a disparity of approach to training and supporting processes. There has been no national review since the programme was introduced and since the inception of Police Scotland.

To ensure that police training is meeting the needs of the service, it is recognised that it should be:

“Regularly reviewed and evaluated at all levels to assess relevance, achievement and improve future effectiveness”.

(PSOS National Model for Quality Assurance of Training and Education).

During the transition to Police Scotland most areas of business had a reform work stream including Public Order and Firearms Training. OST did not have its own reform work stream to review and standardise the programme. It became apparent that many areas of OST required to be reviewed to mitigate risk to personnel and the

organisation, to introduce an effective and standardised training programme and to maintain the organisations focus of “keeping people safe”

2014/2015 National Officer Safety Training Review

At the Operational Training Unit Tasking and Coordinating Group of 19th November 2014, authorisation was given to undertake a full national review of Officer Safety Training provision around the country. The review commenced on the 1st December 2014 and concluded on the 1st March 2015.

Aim of the Review

- To develop a national OST programme and supporting policies that:
- Is fit for purpose
- Is designed and delivered to a consistent national standard
- Meets the needs of the individual, organisation and Police Scotland strategic objectives
- Is delivered by competent individuals who are trained against set national standards for trainers
- Is subject to regular review and evaluated effectively in order to measure organisational benefits and ensure a process of continuous improvement.

Terms of Reference

- In consultation with Quality Assurance Unit, carry out an evaluation of the programme to ascertain relevance and effectiveness.
- To review all supporting processes and policies to ensure that these processes are documented, robust and effective to achieve appropriate governance and standardisation.
- Identify and propose changes necessary to achieve the overall aim of the review

2. DIVISIONAL OVERVIEW

In order to obtain a picture of OST delivery nationally, a number of approaches were utilised. SPOC's from each Division were appointed with meetings held on a regular basis. These SPOC's were asked to develop an overview of how OST was managed, administrated and delivered within their respective Divisions. This included how OST was administered, programme content, delivery methods, management of Use of Force/Police Investigation and Review Commissioner (UoF/PIRC), current forms and number of trainer's within each Division. In addition to this, each Division was visited and their training observed. Please see **Appendix A**.

A & B Division

There are currently 12 officer safety trainers in A Division and 4 within B Division. All of these trainers are operational Officers with the exception of 3 who are based within Training, Leadership and Development (TLD) in Aberdeen.

OST is coordinated by a member of TLD Police Staff who was responsible for managing UoF (which is now managed by OST Unit at PSC – Jackton), delivering training and ensuring that training demand was met.

Training is delivered over 2 venues at Aberdeen and Lossiemouth all year round. Training is initiated by North Command OST Admin who will identify suitable dates and venues. Details are then passed to Resource Management Unit (RMU) who will allocate staff and trainers.

There are no set assessment criteria for students. There is no method in place to assess the competency of trainers. There are no Quality Assurance processes in place.

A & B Divisions follow the current PSC - Tulliallan programme for the annual recertification. They use a generic safety briefing. The venues are risk assessed.

A & B Divisions use their own version of assessment and course return forms.

Trainers use the problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only.

Police Officers receive 8 hours learning contact time per annum. Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum. Special Constables receive a 4 day course and there-after annual recertification. PCSO's receive a 4 day course following the current PSC - Tulliallan programme and thereafter annual recertification.

PCSO's are issued with Batons/Handcuffs/Body Armour and CS sprays if required for transport purposes. PCSO's are trained in the carrying and deployment of CS spray. Police Officers are also trained and issued with "Biteback" spray, which is a naturally occurring chemical spray to repel dogs.

Detective Officers are issued with folding rigid handcuffs

Certain Police Staff, depending on their role and contact with the public, receive a conflict management input as part of their induction.

C Division

C Division currently has 5 officer safety trainers. All are operational Officers. C Division was previously assisted by trainers from Operational Support Division (OSD) but these have now been withdrawn by OSD. There is no identified OST Coordinator. There were no persons managing UoF/PIRC.

C Division has no training venue and is at present using PSC - Tulliallan.

Training is initiated by East Command OST Admin who will identify suitable dates and venues. Details are then passed to RMU who will allocate staff and trainers. Block training is delivered from October to December.

There are no set assessment criteria for students. There is no method in place to assess the competency of trainers. There are no Quality Assurance processes in place.

C Division follows the current PSC - Tulliallan programme for the annual recertification although differences in techniques taught have been observed. They use a generic safety briefing. The venue at PSC - Tulliallan is risk assessed.

C Division uses its own version of assessment and course return forms. Trainers use the problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Special Constables receive a 4 day course and there-after annual recertification.

PCSO's receive a 4 day course and there-after annual recertification.

PCSO's are issued with Batons/Handcuffs/Body Armour and CS Spray if required for transport purposes. PCSO's are trained in the carrying and deployment of CS Spray.

Only PCSO's receive any personal safety training. No other Police Staff, regardless of contact with the public, receives personal safety training.

D Division

D Division Currently has 11 officer safety trainers. All are operational officers.

There is no identified OST Coordinator. There were no persons managing UoF/PIRC.

D Division has 1 training venue situated at Dundee. Training is initiated by North Command OST Admin who will identify suitable dates and venues. Details are then passed to RMU who will allocate staff and trainers.

There are no set assessment criteria for students. There is no method in place to assess the competency of trainers. There are no Quality Assurance processes in place.

D Division follows the current PSC - Tulliallan programme for the annual recertification although differences in techniques taught and teaching methods have been observed. They use a generic safety briefing. The venue is not risk assessed.

D Divisions uses its own version of assessment and course return forms. Trainers use the problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Special Constables receive a 4 day course and there- after annual recertification.

PCSO's receive a 4 day course and there-after annual recertification.

PCSO's are issued with Batons/Handcuffs/Body Armour and CS Spray if required for transport purposes. PCSO's are trained in the carrying and deployment of CS spray.

Only PCSO's receive any personal safety training. No other Police Staff, regardless of contact with the public, receives personal safety training.

E & J Divisions

E & J Divisions Currently have 24 officer safety trainers. All are operational officers. E & J Divisions were previously assisted by trainers from OSD/SCD but these have been withdrawn on instruction from these Divisions. There is no identified OST Coordinator. UoF/PIRC was managed by Area Commanders and the training department using paper forms, but this function has now been transferred to the OST Unit at PSC - Jackton. All UoF Forms are now submitted electronically.

E & J Divisions utilise 3 training venues in Edinburgh, Livingston and Hawick. Training is initiated by East Command OST Admin who will identify suitable dates and venues. Officers then request a place on courses via divisional RMU's who will then allocate staff and trainers. Training is delivered all year round.

There are no set assessment criteria for students. Until recently, trainers attended an annual refresher where their competency was assessed by an experienced trainer. There are no Quality Assurance processes in place.

E & J Divisions use its own version of proficiency sheets.

E & J Divisions follow the current PSC - Tulliallan programme for the annual recertification although training is delivered in a style to meet the operational needs of officers. This involves facilitation, interpretation and flexibility of techniques and transitional training. Officers apply the techniques to compliant and resistant subjects. Trainers use the EDIP method of training delivery.

Other aspects are also taught out-with the PSC - Tulliallan programme including plasti-cuffs, vehicle/demonstrator removal, escape hood and public order shields. It is apparent that officers are taught pain compliance and distraction techniques which do not feature in the core PSC - Tulliallan programme. Trainers within E & J Divisions also provide OST support to specialist officers including firearms and public order. They use a generic safety briefing. The venues are risk assessed.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above can attend the full day recertification or attend a full day senior officer programme which includes strategic aspects of OST, NDM, ECHR and Policing protests. The SO conclude the day with recertification of the techniques. Special Constables receive a 4 day course and there-after annual recertification. PCSO's receive a 4 day course and there-after annual recertification.

PCSO's are issued with Batons/Handcuffs/Body Armour and CS Spray if required for transport purposes. PCSO's are trained in the carrying and deployment of CS Spray.

Only PCSO's receive any personal safety training. No other Police Staff, regardless of contact with the public, receives personal safety training.

G, K, L, Q & U Divisions

OST to the above divisions is delivered by the full time OST Unit based at PSC - Jackton. This Unit comprises of 14 full time trainers managed by a full time OST Sergeant. There are currently no divisional trainers used. There is an identified OST Coordinator who manages training demand, allocation of trainers and UoF/PIRC forms nationally. This is overseen by the Sergeant.

These Divisions utilise 6 training venues in Ayr, Greenock, Dumbarton, Rutherglen, Coatbridge and Glasgow. When training demand is identified venues at Oban, Campbeltown, Islay and Mull will be used. Training is initiated by the OST Coordinator, who identifies suitable dates to meet training demand. Officers then request dates through their line manager, then contact OST admin to book onto a course. Training is delivered all year round.

There are no set assessment criteria for students. Trainer competency is assessed regularly by the OST Coordinator who also carries out a Quality Assurance function.

G, K, L, Q & U Divisions use their own version of course returns sheets.

G, K, L, Q & U Divisions follow the current PSC - Tulliallan programme for the annual recertification although some techniques are taught differently falling back to Legacy Force techniques. Transitional training is utilised.

Officers apply the techniques to compliant subjects only. Trainers use the problem/solution/teach method of training delivery. Distraction techniques are not taught. They use a generic safety briefing. The venues are risk assessed.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Special Constables receive a 5 day course and there-after annual recertification.

PCSO's receive a 2 day course consisting of empty hand and handcuffing techniques and thereafter annual re-certification.

PCSO's are not issued with Batons/Handcuffs/Body Armour and CS Spray.

PCSO's are the only Police Staff to receive personal safety training.

N Division

N Division Currently has 25 officer safety trainers. All are operational Officers with the exception of 2, who are deployed within TLD at Inverness.

There is no identified OST Coordinator. There were no persons managing UoF/PIRC.

N Division has 2 main training venues in Inverness. Officers deployed out with 50 miles of Inverness use local venues and local trainers. Training is initiated by North Command OST Admin who will identify suitable dates and venues. Details are then passed to RMU who will allocate staff and trainers. N Division block train from January to March.

There are no set assessment criteria for students. There is no method in place to assess the competency of trainers. There are no Quality Assurance processes in place.

N Division uses its own version of assessment and course return forms. Trainers use the problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only.

N Division follows the current PSC - Tulliallan programme for the annual re-certification although differences in techniques taught and teaching methods have been observed. They use a generic safety briefing. The venues are not risk assessed.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Special Constables receive a 2 day course and there-after annual recertification.

PCSO's are not provided with initial OST training. PCSO's do however attend for annual refresher training alongside operational officers. They are taught empty hands, holds and restraints only.

PCSO's are not issued with Batons/Handcuffs/Body Armour and CS Spray.

Only PCSO's receive any personal safety training. No other Police Staff, regardless of contact with the public, receive personal safety training.

P Division

P Division Currently has 10 officer safety trainers. All are operational Officers with the exception of 1, who is deployed within TLD. P Division was previously assisted by trainers from OSD but these have now been withdrawn by OSD. There is no identified OST Coordinator. There were no persons managing UoF/PIRC.

P Division has 1 training venue situated at Glenrothes.

Training is initiated by East Command OST Admin who will identify suitable dates and venues. Details are then passed to RMU who will allocate staff and trainers. Block training is delivered from October to December, but will be moving to all year round shortly.

There are no set assessment criteria for students. There is no method in place to assess the competency of trainers. There are no Quality Assurance processes in place.

Trainers use a mix of EDIP/problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only.

P Division follows the current PSC - Tulliallan programme for the annual re-certification although differences in techniques taught have been observed. They use a generic safety briefing. The venue at Glenrothes is risk assessed.

P Division uses its own version of assessment and course return forms.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Special Constables receive a 4 day course and there-after annual recertification.
PCSO's receive a 4 day course and thereafter annual recertification.

PCSO's are issued with Batons/Handcuffs/Body Armour and CS Spray if required for transport purposes. PCSO's are trained in the carrying and deployment of CS spray.

Only PCSO's receive any personal safety training. No other Police Staff, regardless of contact with the public, receive personal safety training.

V Division

V Division currently has 12 officer safety trainers. All are operational Officers with the exception of 1, who is deployed within TLD. 2 are Police Staff deployed to the Ports and 1 is a Special Constable. The TLD Sergeant is the identified OST Coordinator. The Sergeant managed all UoF/PIRC within V Division as well as identifying training demand and allocating courses.

V Division has 2 training venues situated at Dumfries and Stranraer. Training is initiated by the TLD Sergeant who identifies suitable dates and venues. The Sergeant will then allocate staff and trainers. Training is delivered all year round.

There are no set assessment criteria for students. There is no method in place to assess the competency of trainers. There are no Quality Assurance processes in place.

Trainers use the problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only.

V Division follows the current PSC - Tulliallan programme for the annual re-certification. They use a generic safety briefing. The venues are not risk assessed. V Division uses its own version of assessment and course return forms.

Police Officers receive 8 hours learning contact time per annum.
Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Police Officers receive 8 hours learning contact time per annum.

Officers of the rank of Chief Inspector and above receive a shortened programme of no more than 4 hours learning contact time per annum.

Special Constables receive a 5 day course and there-after annual recertification.

PCSO's receive a 2 day course consisting of empty hand and handcuffing techniques and thereafter annual recertification.

PCSO's are not issued with Batons/Handcuffs/Body Armour and CS Spray.

V Division delivers officer safety training to certain Police staff, depending on their role and contact with the public.

PSC - Tulliallan

There are currently 13 officer safety trainers based at PSC - Tulliallan. All are seconded to TLD, with 3 being Police Staff. There is no identified OST Coordinator. The core role of OST at PSC - Tulliallan is to deliver the initial programme to student Police Officers. This is an ongoing process with courses commencing every 6-8 weeks.

The programme delivered to probationers is the core PSC - Tulliallan programme from the PSC - Tulliallan manual. There are lead trainers in place, but no method of formally assessing the competency of the trainers.

Trainers use the problem/solution/teach method of training delivery. Officers apply the techniques to compliant subjects only. The venue is risk assessed.

Annual recertification for both Officers and Senior Officers is carried out infrequently. Police Officers receive 8 hours learning contact time with Senior Officers receiving a shortened programme of no more than 4 hours. Annual recertification to Police Staff is not delivered at PSC - Tulliallan.

3. EVALUATION METHODOLOGY

Consultation was carried out with the Quality Assurance Unit at PSC - Tulliallan to develop the most appropriate method of programme evaluation.

During the evaluation period, 5 main evaluation methods were employed, these were:

- Evaluation Questionnaires
- 'Use of Force' Forms (UoF Forms)
- Focus Groups
- Benchmarking
- Divisional Approach

Evaluation Questionnaires

Evaluation questionnaires were provided to 3 different programme users during the evaluation period. These users' were:

- Officer Safety Trainers
- Operational Officers
- Student Police Officers at PSC - Tulliallan.

Examples of these questionnaires can be found in **Appendix B**.

Each level of user was asked to provide opinions on the programme, including what techniques they used operationally, what techniques they felt were too difficult/complicated, what techniques they preferred, how the programme could be improved and what were the 4 most important aspects of the programme. In total 1287 forms were returned. The results of this evaluation method are contained in **Appendix C**.

'Use of Force' Forms

All UoF Forms submitted nationally during the evaluation period were interrogated and the results noted. In total, 422 UoF Forms were submitted during the evaluation period. A breakdown of the techniques used is contained within **Appendix D**.

Focus Groups

In addition to the 1287 evaluation forms completed, 282 officers took part in small focus groups. These consisted of operational officers spoken to during their annual recertification or during their operational tour of duty. They were asked similar questions to the evaluation forms and their opinions noted. The results of these focus groups are contained within **Appendix E**.

Benchmarking Exercise

As part of the evaluation process, a number of Police Forces in England were contacted and spoken to at length. Details of their programmes and processes were obtained. The Forces contacted were:

- Metropolitan Police
- West Midlands Police
- Greater Manchester Police
- Thames Valley Police
- West Yorkshire Police
- British Transport Police
- Ministry of Defence Police
- Civil Nuclear Constabulary
- College of Policing

The Scottish Prison Service was also approached and provided details of their programme.

4. SUMMARY OF EVALUATION PROCESS

A summary of the findings from the evaluation process were compiled and are outlined below. Breakdowns of the statistics can be found in **Appendix C, D and E**.

Evaluation Questionnaires and Focus Groups

The main finding from the evaluation questionnaires was that the current programme delivered at Divisions varied from area to area. Differing approaches to training delivery were evident, with some techniques that are contained in the manual at PSC - Tulliallan not being taught and other techniques which are not in the manual being taught. Although results varied, the majority of the respondents stated:

“There were too many techniques contained within the programme with not enough time to learn these to an acceptable level”.

“Many of the techniques were overly complicated and that they have never, or would never use them operationally”.

“A more operationally relevant programme should be introduced with more time provided to learn a core of basic techniques”.

“More emphasis should be placed on preventing assault, handcuffing, effective basic hold and restraints and empty hand techniques”.

The most important aspect of OST was:

- Handcuffing
- Basic Empty Hand Techniques
- Basic Hold and Restraints
- 2/3 Person Teams

They felt that OST was given a low priority by managers but many also viewed this training as **“boring”**, **“irrelevant”** and **“a necessary bind”**.

Trainers reported back that there was insufficient training material to assist them in delivering effective training. These findings were consistent, with the evaluation forms submitted by all level of user and focus groups.

'Use of Force' Forms

Results from the 'Use of Force' (UoF Forms) were compiled. As anticipated, the majority of 'Use of Force' related to handcuffing with 94% of all UoF Forms involving handcuffing techniques. The following breaks down the percentage of UoF Forms utilising the remaining techniques within the programme:

- Holds/restraints 24%
- Fastrap 24%
- CS/PAVA 19%
- Baton 16%
- Takedowns 14%
- Fend offs 7%
- Spithood 7%
- 2/3 person team 7%
- Strikes 4%
- Blocks 2%

A possible issue with these results was a disparity of approach as to when a UoF Form should be submitted. Submission procedures varied between Divisions, with many officers uncertain as to the circumstances of when a UoF Form should be submitted.

Benchmarking

Benchmarking was carried out with English and non Home Office Forces as outlined above. All of these forces use the ACPO Personal Safety Training (PST) Manual of Guidance. This manual outlines a number of prescribed/agreed techniques with each force choosing which techniques are more relevant to their operational needs. These forces all use the SPEAR System. ACPO guidance is for 12 hours PST training per

annum. The forces benchmarked all adhered to this guidance but a number of other forces do not. This is guidance only at present but steps are being taken to make this training contact time mandatory. Each force benchmarked had a centralised team with lead instructors responsible for policy, training and compliance. Most utilised full time trainers. Within England and Wales there is a high priority given to Personal Safety Training with the ACPO Self Defence, Arrest and Restraint Group meeting regularly. There is a recognised national programme operated in conjunction with the College of Policing who outline minimal requirements for PST trainers and adherence to national occupational standards. The forces benchmarked all deliver some form of PST training to all police officers and police staff who may come into contact with the public. All venues and techniques are subject to regular risk assessment processes.

5. SUMMARY OF REVIEW FINDINGS

This review was focused on addressing many areas of concern that were raised and identified by programme users; however during the review process other issues were identified as being in need of attention. This review involved the collation and analysis of information received through a variety of methods including, questionnaires, focus groups, fact finding visits, interrogation of UoF Forms and benchmarking. The main findings are briefly outlined below under 2 main headings with recommendations to address these contained within Section 5 of the report.

The main findings were as follows:

Supporting Processes

- Although there is a core PSC - Tulliallan programme, there is a lack of a standardised approach, with some Divisions reverting back to Legacy Force techniques and teaching methods.

- There is disparity in training approaches and standards. There are no methods in place to monitor compliance to the programme, effectiveness of training or competency of trainers.
- There is no centralised unit to monitor compliance and develop policy.
- There is no Quality Assurance model in place.
- There are differences in administration processes from Division to Division.
- There is no standardised approach to processes including, forms, assessment methods, programme content, training delivery methods or management of Uof/PIRC.
- There are no standardised risk assessments in place for techniques and venues.
- There is a lack of supporting documentation and guidance documents.
- There is an ongoing issue with trainers not being released by RMU's, leading to a shortage of trainers.
- Training delivery to Police Staff differs from Division to Division.
- There is no recognised communication strategy in place. Difficulties have been experienced in communicating with officer safety trainers, administrators, divisional management and divisional officers on a national level.

Programme

- There are too many techniques contained within the programme with not enough time to learn these to an acceptable level.

- Many of the techniques are overly complicated and have never been used operationally.
- The programme is not sufficiently operationally relevant. There is insufficient time in the programme to learn the core techniques. There is not enough emphasis placed on the techniques that are used most frequently.
- There are no vehicle techniques (vehicle removal/placing/removing suspects from vehicles/dealing with suspects within different modes of transport)
- The most important aspects of OST are handcuffing, basic empty hand techniques, basic hold and restraints, and 2/3 person teams.

Although there are disparities in approach to OST within the force, the following are standard approaches:

- All Divisions have a 1:8 trainer student ratio
- All Divisions deliver OST theory as per the PSC - Tulliallan manual
- The majority of basic techniques are taught similarly.

Contact was also made with Health and Safety and Professional Standards Department. Unfortunately statistics are not available on officer assaults or complaints in relation to UoF that would have assisted with the review.

As can be seen there are many areas of OST nationally that require to be addressed. It is strongly felt that OST is given a low priority, not only by many Senior Officers but Divisional Officers also.

No other area within the training function, trains every Police Officer, PSCO and certain Police Staff both initially and annually with most Police Officers/PCSO's utilising OST skills many times per day.

The risk to the Public, Staff and the Organisation is evident if OST is not properly applied. If OST is to contribute to maintaining Police Scotland's focus of 'keeping people safe' then the importance of OST must be raised and the possible risks to the Public, it's Staff and the Organisation of incorrectly and poorly applied officer safety training must be mitigated.

6. RECOMMENDATIONS

Recommendation 1

All Divisional processes are standardised. These include forms, assessment methods, content of programmes, techniques taught, methods of delivery and management of UoF/PIRC.

Recommendation 2

It is proposed that all forms currently in use by Divisions be reviewed and replaced by standardised national Police Scotland forms.

Recommendation 3

Following training evaluation, programme design, and agreement to implement supporting processes the national 'Use of Force' SOP and Officer Safety SOP be reviewed and updated to ensure standardisation of approach and a current point of reference for all Police Scotland employees.

Recommendation 4

National guidance on UoF Forms and PIRC referrals is introduced. This will be delivered to Divisions. Due to the disparity of approach and failing to comply with PIRC requirements, all UoF/PIRC referrals are now managed nationally by the OST Unit at PSC - Jackton. This is a short term solution until the proposal for Divisional OST Coordinators is accepted (see Recommendation 20). At present, presentations are being delivered to probationer courses and first line manager's courses to raise awareness of UoF/PIRC.

Recommendation 5

A more operationally relevant, focused approach is implemented into OST. This will include the inclusion of tactical options, positioning and approach models.

Recommendation 6

It is recommended that, after consultation with the Police Federation and Health and Safety, that the following techniques be removed to allow for a more focused approach on the techniques that are utilised more commonly:

Wrist breakaways

Inward and outward rotations

Bent single/double arm grab

Front hair grab

Choke holds from the front/side

Figure of 4 arm lock

Middle baton strike

Rear baton jab

Straight/horizontal strike

Baton Blocks

Techniques to be introduced to train Officers how to deal with subjects within vehicles, different modes of transport and placing/removing subjects into/from police vehicles. This new programme will then be subject to an Equality Impact Assessment.

Recommendation 7

Design Specifications for all Officer Safety Courses, with identifiable assessment criteria, to be developed in consultation with the Quality Assurance Unit at PSC - Tulliallan.

Recommendation 8

Lesson plans are developed for all inputs that will be contained within the new national programme. This will assist trainers in delivering a standardised approach to training, ensuring high quality delivery.

Recommendation 9

Training packages for all courses to be designed and developed. These will include training packages for the following courses:

- Initial Officer Safety Training course
- Officer Safety Train the Trainer's course
- Initial PCSO Safety Training course
- Senior Officer Safety Training course
- Specialist Officer Safety Training courses (if agreed)

These training packages will contain lesson plans, risk assessments, training guides, role specific warm ups, assessment forms, safety briefs and equipment required. This will allow trainers to familiarise themselves with the standardised approach to training.

Recommendation 10

It is proposed that a DVD be produced showing the teaching of all techniques, with a breakdown of component parts of the techniques. Trainers in certain Divisions do not deliver training regularly so this will assist in countering skill fade and enhance the training delivery, increasing the effectiveness of the training.

Recommendation 11

The agreed staff to student ratio for all OST will be 1:8. This ratio has been determined as providing the optimum learning experience and following consultation with health and safety representatives. A minimum of 2 certified trainers must be present at all times, one of which must be 3 day First Aid at Work trained. Under no circumstances may 1 to 1 training be provided, and trainers must ensure that there are sufficient trainers present to allow for delivery of all elements of the course.

Recommendation 12

It is proposed that, in consultation with Quality Assurance Unit, a robust Quality Assurance process is developed to ensure effectiveness of training delivery.

Recommendation 13

It is recommended that every OST course to have an assessment strategy. All assessment methods must be linked to identified learning outcomes. Assessment methods will include written examination, practical testing and observations. During initial OST courses and Training of Trainer courses, individual assessment forms will be utilised. These will be completed on a daily basis to monitor the progress of the students, which will allow for formative feedback of the students progress to be delivered.

On completion of the annual OST Recertification course, only one course debrief form is required. Course trainers will ensure the competency of all students in line with the prescribed learning outcomes.

Recommendation 14

OST will engage in an ongoing process of assessing trainers in order to ensure they maintain a high level of competency in training delivery. The assessment of Officer Safety Trainers shall only be carried out by persons suitably qualified to carry out this function. This qualification may be achieved in a number of ways including national assessor training, a relevant training/teaching degree/diploma or by demonstrating experiential competence as outlined in the Quality Assurance Framework for Training Delivery. This task should be role specific and not rank specific.

To allow trainers to keep their knowledge relevant and current, all trainers must deliver a minimum of 6 recertification courses per year. In addition, all trainers must attend a minimum of 1 OST Refresher course per year. If trainers do not complete this requirement then their authorisation will be withdrawn until such times that they can complete the required refresher, and are deemed competent to deliver training to the required standard by the national lead instructor.

Recommendation 15

It is recommended that all courses delivered by OST will be subject to evaluation.

Training will be evaluated on 3 levels:

- Level 1 (reaction to learning).
- Level 2 (assessment of learning).
- Level 3 (workplace transference of learning)

OST will monitor all use of force forms and collate information which may influence programme change.

Recommendation 16

It is recommended that, in conjunction with Health and Safety, risk assessments are developed for all techniques and venues used with OST. This will minimise the risk to the organisation.

Recommendation 17

It is proposed that a generic, standardised safety brief be developed and implemented. This will allow for a standardised approach to training and again minimise the risk to the organisation. This will be developed in consultation with Health and Safety.

Recommendation 18

It is recommended that a national standardised process for reporting and recording injuries sustained within OST be produced.

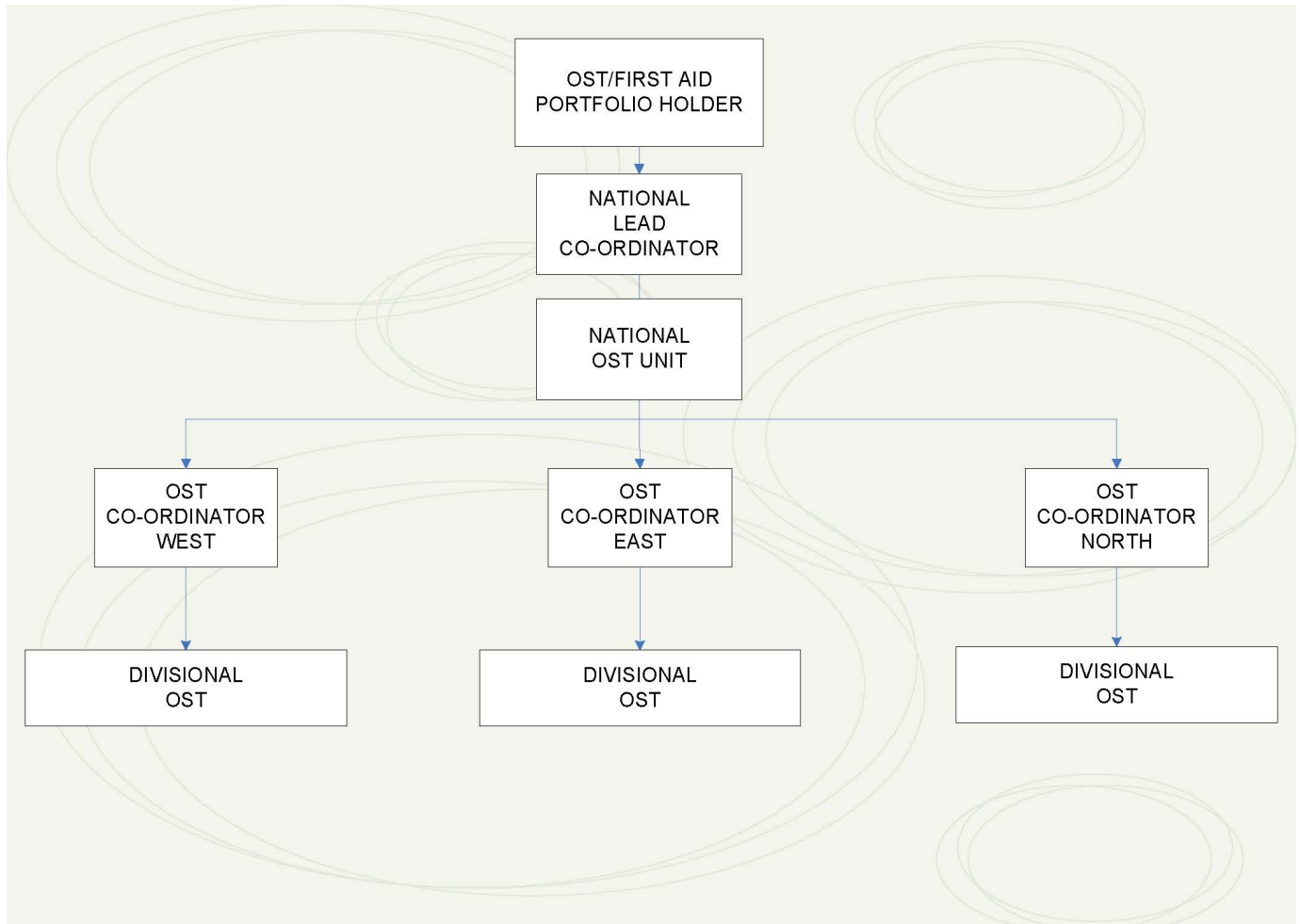
Recommendation 19

It is proposed that a national Lead Instructor be appointed. This officer will be a national Officer Safety Trainer, preferably with the rank of Sergeant and will report to the national OST portfolio holder. They will be responsible for the management of the national OST programme and supporting processes. They will ensure that all national processes are being adhered to; training is delivered to the highest possible standard, responsible for the evaluation of the programme, management of the

national UoF and Officer Safety SOP, day to day management of OST Coordinators and full time OST Staff and assessment of staff. Recommendations 20, 21 and 22 are based on a benchmarking process with English Forces of a comparable size, where these structures work effectively.

Recommendation 20

It is recommended that a National OST Unit is formed. This unit would be managed by the national lead instructor, overseen by the OST portfolio holder. This unit would be staffed by experienced, suitably qualified Officer Safety Trainers and command OST Coordinators. The unit's main roles would include, ensuring compliance with the new national programme, ensuring policy compliance and quality assurance and ensuring day to day business is carried out in an effective and efficient manner. The unit would also ensure that there are sufficient resources to meet training demand. This recommendation is based on the successful model utilised in England and Wales, which was identified during the bench marking process and also on the current model used by both Firearms and Public Order training



Recommendation 21

It is proposed that Divisional OST Coordinators be appointed from within the TLD function. They will be existing, or trained to be, Officer Safety Trainers. The main responsibilities of this role will be the delivery/provision of OST to respective Divisions, managing UoF/PIRC referrals, SPOC in relation to all changes/updates to the national programme and ensuring that all training is delivered to the proper standard. It is proposed, that these coordinators carry out an assessor role, and as such should receive the suitable training. The Coordinators will report to the national Lead Instructor.

Recommendation 22

It is recommended that a national use of force monitoring group be introduced. The purpose of this group will be to identify any emergent officer safety/use of force issues and discuss and implement solutions, ensuring that Officer safety and use of force issues remain at the forefront of the decision making process.

Recommendation 23

It is recommended that a national communications strategy be developed and implemented. This would ensure clear lines of communication between the OST portfolio holder/national unit and divisions. This is vital if programme users of all levels are to be informed of any OST related matters.

It is also recommended that OST have a specific area within the TLD area of the intranet. This would be useful for any OST updates.

It is also recommended that OST create a users forum, where both trainers and users alike could raise issues and swap good practice. This is used to good effect in England and Wales who have a national self defence, arrest and restraint forum.

Recommendation 24

It is proposed that the naming conventions of all OST courses on SCOPE is reviewed and standardised.

Recommendation 25

All Officer Safety Trainers should undergo the 3 day First Aid at Work course. This will allow for all trainers to be able to facilitate any first aid that may be required during training. This will also allow for the more effective and efficient delivery of SPELs during recertification training.

Recommendation 26

It is proposed that a standardised National Officer Safety statement of opinion course is developed and delivered to all Officer Safety Trainers. PSD and CAPD routinely require STOP from officer safety trainers in relation to complaints surrounding an Officer's 'Use of Force'. At present there is no such course and feedback from trainers is that many feel untrained or lack confidence in submitting such statements. A STOP course would provide trainers the knowledge to submit these statements to the standard expected from PSD and CAPD, and enhance the reputation of the Force.

Recommendation 27

It is proposed, in consultation with health and safety , that a risk assessment be carried out in relation to all members of Police Staff, who could be identified as Police Scotland employees, who have contact with the public, either within or out with Police premises. This will be to assess the risk to their personal safety and to identify if any training needs are identified to minimise the risk to their safety and to the public.

Recommendation 28

It is proposed that training packages be developed to deliver bespoke training to specialist officers such as mounted officers, motorcycle/off road motorcycle officers, close protection officers and any other officers who are deployed in a specialist role, who utilise equipment or tactics not contained within the standard OST programme. These Officers carry or utilise equipment in a manner which differs from standard operational officers and as such, they or the public may be at risk of injury if not correctly trained in these tactics or equipment.

Appendix A

Divisional Approach

Staffing						
Division	Number of OSTi	Number of OSTi who are operational officers	Number of venues	Training coordinator	Training initiated by:	Training allocated by
A & B	12 (A) 4 (B)	13	2	TLD staff	North Command OST Admin.	RMU
C	5	5	0 (Tulliallan currently being used)	None identified	East Command OST Admin. (block train Oct.-Dec.)	RMU
D	11	11	1	None identified	North Command OST Admin.	RMU
E & J	24	24	3	None identified	East Command OST Admin.	Divisional RDU's
G,K,L,Q & U	14 + 1 (full time unit)	0	6 (+4)	OST coordinator based at Jackton	OST coordinator	West Command OST Admin.
N	25	23	2 + local venues for officers >50 miles from Inverness	None identified	North Command OST Admin. (block train Jan. – Mar.)	RMU
P	10	9	1	None identified	East Command OST Admin. (block train Oct.-Dec. but will become continuous)	RMU
V	12 (including 2 Police Staff & 1 Special Constable)	9	2	TLD Sergeant	TLD Sergeant	TLD Sergeant
Assessment						

Division	Set Assessment Criteria?	Competency of trainers assessed?	Generic Safety Briefing?	Venues Risk Assessed?	Problem /Solution /Teach used?	Compliant subjects only?
A & B	No	No	Yes	Yes	Yes	Yes
C	No	No	Yes	Yes (Tulliallan)	Yes	Yes
D	No	No	Yes	No	Yes	Yes
E & J	No	None at present but previously assessed annually	Yes	Yes	No	No
G,K,L,Q & U	No	Regularly assessed by coordinator	Yes	Yes	Yes	Yes
N	No	No	Yes	No	Yes	Yes
P	No	No	Yes	Yes	Yes (plus EDIP)	Yes
V	No	No	Yes	No	Yes	Yes

Training Delivery

	Learning contact hours per annum				PCSOs carry & train in body armour, baton & CS?	Police Staff receive Conflict Management Training?	Bi
	Constable - Inspector	Chief Inspector and above	Special Constables	PCSOs			
	8	≤4	4 day initial then 8 hours annually	4 day initial then 8 hours annually	Yes	Yes	
	8	≤4	4 day initial then 8 hours annually	4 day initial then 8 hours annually	Yes	No, other than PCSOs	
	8	≤4	4 day initial then 8 hours annually	4 day initial then 8 hours annually	No	No, other than PCSOs	
	8	8	4 day initial then 8 hours annually	4 day initial then 8 hours annually	Yes	No, other than PCSOs	

U	8	≤4	5 day initial then 8 hours annually	2 day initial then 8 hours annually	No	No, other than PCSOs
	8	≤4	2 day initial then 8 hours annually	No initial training, 8 hours annually thereafter	No	No, other than PCSOs
	8	≤4	4 day initial then 8 hours annually	4 day initial then 8 hours annually	Yes	No, other than PCSOs
	8	≤4	5 day initial then 8 hours annually	2 day initial then 8 hours annually	No	Yes, OST delivered to some staff dependant on role.

Officer Safety Trainers Evaluation Forms

**Training, Leadership and Development
Quality Assurance Unit, Training Evaluation Form**



Police Scotland is committed to continuous improvement of its learning programmes.

Your completion of this evaluation will enable us to ensure that our programmes of learning are of the highest relevance, effectiveness and quality. Your feedback is vital and will be used to inform improvements.

Course Title:	Officer Safety Training Officer Safety Trainers		
Course Date:		Venue:	
Course Co-ordinator:			
Delivery Area: <i>e.g. CM / LPD / LT / RP / OT</i>			

Please indicate the level to which you agree with the following statement by marking the appropriate boxes with an 'X'

1 Overall Satisfaction	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
Overall, I am satisfied with the programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Knowledge and Skills	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I am confident that I will be able to apply the knowledge and skills, gained on the programme, into the training environment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Learning Content	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
There is sufficient supporting documentation for the programme	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There is sufficient time allocated to complete the one day refresher	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The manual contains sufficient information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions:

Do you feel that there is sufficient time in the programme to complete the training (initial, refresher, senior officer)

Do you feel there is sufficient supporting documentation (national processes, protocols, procedures, policies?)

From your operational experience, please indicate what techniques you have used often used infrequently or never used operationally

Please answer the following questions:

What techniques do you feel are too difficult or complicated to teach?

From student feedback, what techniques have students intimated to you are too difficult or complicated

What techniques do you prefer?

What aspects of the training could be improved?

In your opinion, what are the 4 most important areas of the programme?

What aspect of officer safety (including submission of forms etc) would you like to receive more training time on?

Operational / Student Officer Evaluation Forms

Training, Leadership and Development Quality Assurance Unit, Training Evaluation Form



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Your completion of this evaluation will enable us to ensure that our programmes of learning are of the highest relevance, effectiveness and quality. Your feedback is vital and will be used to inform improvements.

Course Title:	Officer Safety Training Officer Safety Trainers		
Course Date:		Venue:	
Course Co-ordinator:			
Delivery Area: e.g. CM / LPD / LT / RP / OT			

Please indicate the level to which you agree with the following statement by marking the appropriate boxes with an 'X'

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1 Overall Satisfaction					
Overall, I was satisfied with this learning event.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Learning Outcomes					
The stated learning outcomes for this programme were clearly defined	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Overall, the stated learning outcomes for this programme have been met.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 Knowledge and Skills					
I am confident that I will be able to apply the knowledge and skills, gained on the programme, into the workplace.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 Learning Content					
The content was organised and easy to follow.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There was sufficient time allocated to complete the training.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The theory inputs prepared me sufficiently for the practical element.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 Administration (course booking, joining instructions, pre-coursework)					
The course manual contains sufficient information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 Facilities					
The facilities available supported my learning experience.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions:

From the list, please indicate what techniques you have used often used infrequently or never used operationally

What techniques do you feel are too difficult or complicated?

What techniques did you find easy to understand?

What aspects of the training could be improved?

In your opinion, what are the 4 most important areas of the programme?

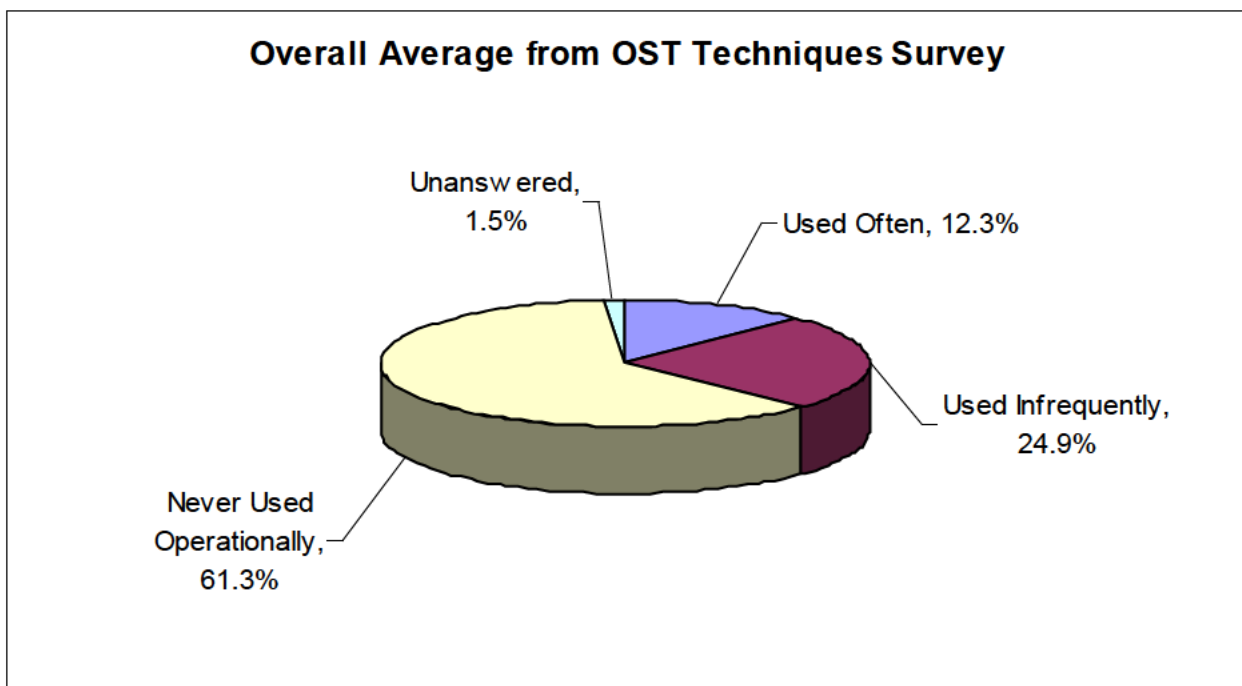
OST Techniques Evaluation Form

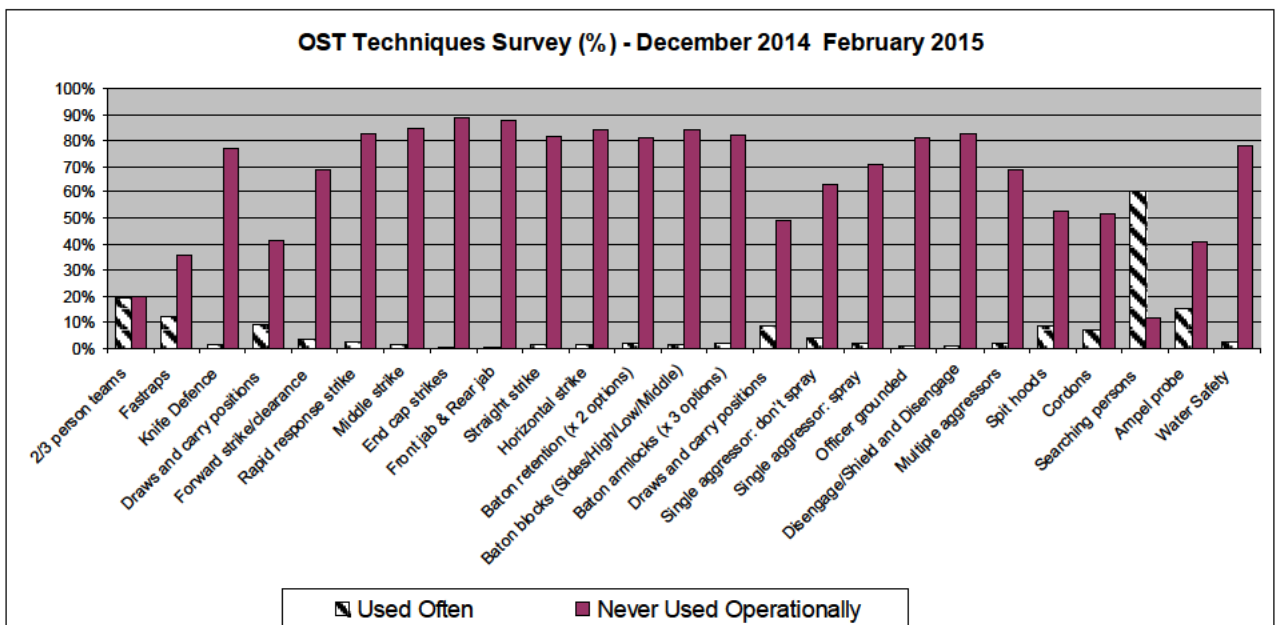
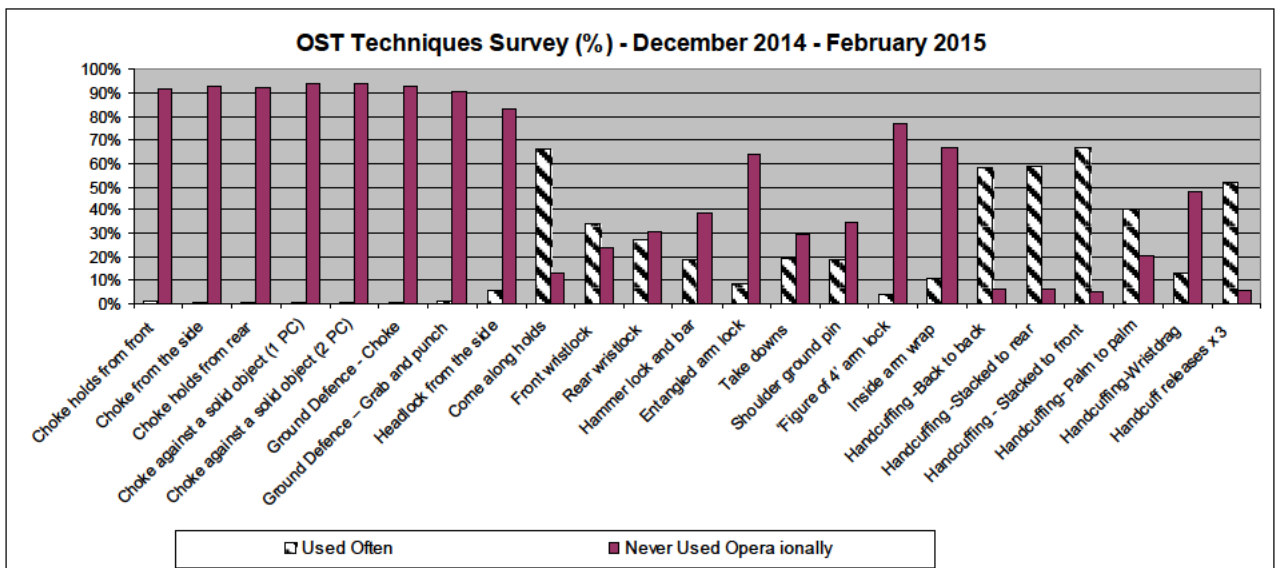
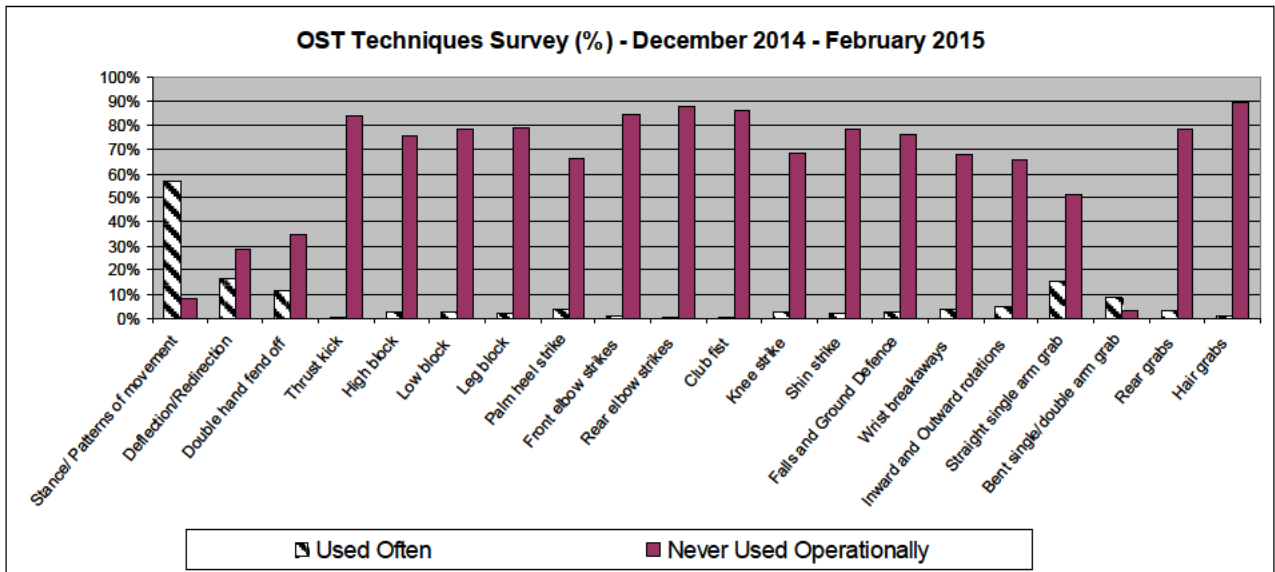
Technique	Used Often	Used Infrequently	Never used operationally
Stance/ Patterns of movement			
Deflection/Redirection			
Double hand fend off			
Thrust kick			
High block			
Low block			
Leg block			
Palm heel strike			
Front elbow strikes			
Rear elbow strikes			
Club fist			
Knee strike			
Shin strike			
Falls and Ground Defence			
Wrist breakaways			
Inward and Outward rotations			
Straight single arm grab			
Bent single/double arm grab			
Rear grabs			
Hair grabs			
Choke holds from front (x 3 options)			
Choke from the side			
Choke holds from rear (air & blood and air)			
Choke against a solid object (single officer)			
Choke against a solid object : 2 officer rescue			
Ground Defence - Choke			
Ground Defence – Grab and punch			
Headlock from the side			
Come along holds			
Front wristlock			
Rear wristlock			
Hammer lock and bar (to take down)			
Entangled arm lock			
Take downs			
Shoulder ground pin			
'Figure of 4' arm lock (to take down)			
Inside arm wrap (to take down)			

Technique	Used Often	Used Infrequently	Never used operationally
Handcuffing -Back to back			
Handcuffing -Stacked to rear			
Handcuffing - Stacked to front			
Handcuffing- Palm to palm			
Handcuffing-Wristdrag to prone/Search and Get-up			
Handcuff releases x 3 options: Centre bar controlled release, Release maintaining arm control, Release from lower back position			
2/3 person teams			
Fastraps			
Knife Defence			
Draws and carry positions			
Forward strike/clearance			
Rapid response strike			
Middle strike			
End cap strikes			
Front jab & Rear jab			
Straight strike			
Horizontal strike			
Baton retention (x 2 options)			
Baton blocks (Sides/High/Low/Middle)			
Baton armlocks (x 3 options)			
Draws and carry positions			
Single aggressor: don't spray			
Single aggressor: spray			
Officer grounded			
Disengage/Shield and Disengage			
Multiple aggressors			
Spit hoods			
Cordons			
Searching persons			
Ampel probe			
Water Safety			

Techniques Evaluation Results Breakdown

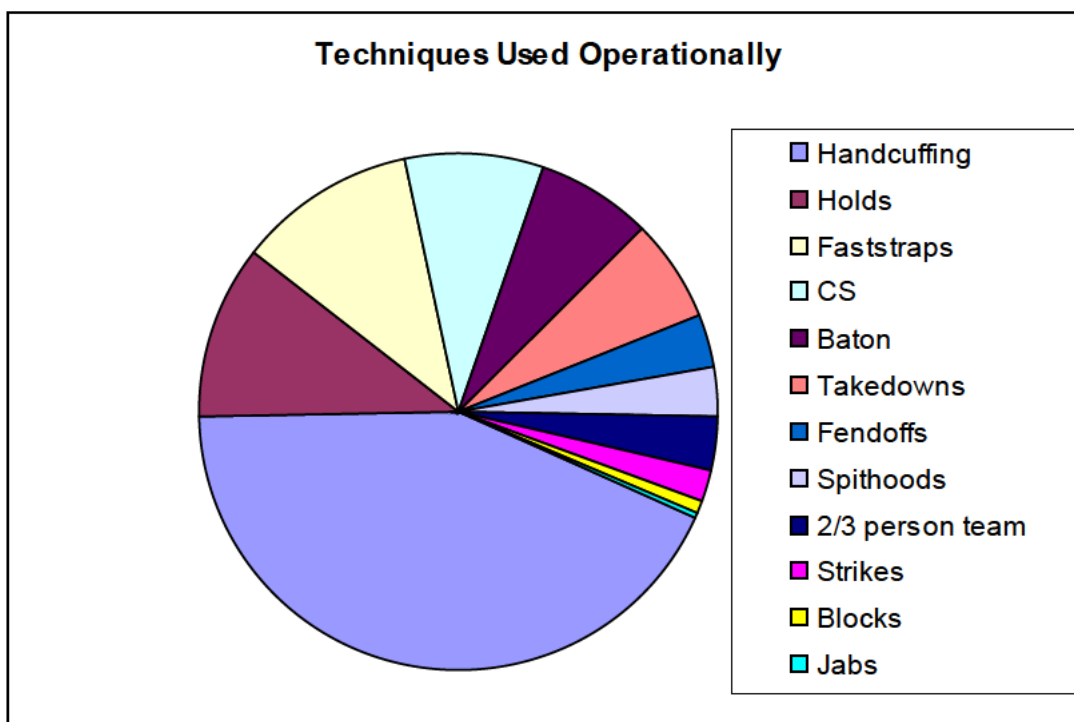
	Overall - Technique Questions			
Venue:	Used Often	Used Infrequently	Never Used Operationally	Unanswered
Baluniefield	10.8%	25.1%	63.0%	1.1%
Coatbridge	11.9%	24.8%	60.2%	3.1%
Fettes	12.6%	22.1%	65.0%	0.4%
Glenrothes	11.8%	22.1%	64.3%	1.8%
Greenock	15.2%	33.6%	51.0%	0.2%
Hawick	9.5%	25.6%	64.9%	0.0%
Livingston	14.1%	25.4%	58.7%	1.9%
Lossiemouth	11.3%	24.6%	62.1%	2.1%
Nelson Street	10.6%	21.1%	66.4%	2.0%
Rutherglen	15.4%	24.7%	57.4%	2.5%





'Use of Force' Forms Results Breakdown

Techniques Used Operationally	%
Handcuffing	94%
Holds	24%
Faststraps	24%
CS	19%
Baton	16%
Takedowns	14%
Fendoffs	7%
Spithoods	7%
2/3 person team	7%
Strikes	4%
Blocks	2%
Jabs	0.7%



Focus Group Breakdown

