

Meeting	Authority Meeting
Date	30 April 2020
Location	Tele-conference
Title of Paper	Policing Response to COVID-19
Presented By	Chief Constable Iain Livingstone QPM
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix 1 – Gold Strategy Operation TALLA Appendix 2 – Interventions Activity Data Appendix 3 – Operation TALLA timeline

PURPOSE

The purpose of this report is to provide an update to the Scottish Police Authority on Operation TALLA.

Members are invited to discuss the content of this report.

OFFICIAL**1. BACKGROUND AND GOVERNANCE**

- 1.1 Operation TALLA is Police Scotland's response to COVID-19 in Scotland. A command structure and operational capability was established in February 2020 when the Chief Constable appointed Deputy Chief Constable Malcolm Graham as the strategic lead for Police Scotland. A rapid reconfiguration of roles and responsibilities for many Chief Officers and Directors was undertaken to reflect the unique circumstances and demands.

This ensured close involvement and engagement between the Operation TALLA command structure and the force executive to meet the challenges presented by the pandemic, while maintaining existing essential service delivery across the whole organisation. There have been significant changes made to structures and operating practices in response to, and to pre-empt, fast changing and often unpredictable demands.

- 1.2 The Operation TALLA command structure and the wider organisational management roles have been subject to ongoing review to ensure they remain appropriate. Last week, the Chief Constable introduced further changes to balance Police Scotland's commitment to Operation TALLA with business change and business as usual commitments.

Deputy Chief Constable Fiona Taylor continues as the Chief Constable's designated deputy and maintains oversight of the People function and the critical people related issues arising from the COVID-19 crisis and the police response. Deputy Chief Constable Will Kerr has strategic leadership for all day to day service delivery and continuity during this period, as well as maintaining leadership for local policing. Deputy Chief Officer David Page will co-ordinate and review our programme of transformation and change in light of the development in the operational environment and the likelihood of further financial pressure.

Deputy Chief Constable Graham has overall Gold Command for Operation TALLA while retaining oversight of his Crime and Operations role supported by his senior team. Similarly, Assistant Chief Constable Alan Speirs (Professionalism and Assurance), Assistant Chief Constable Gary Ritchie (Partnerships, Prevention and Community Wellbeing) and Assistant Chief Constable Mark Williams (Operational Support) are discharging Operation TALLA roles whilst also retaining oversight of their functional areas with the support of their senior teams.

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As a result of the postponement of COP26, Assistant Chief Constable Bernard Higgins has been deployed to a dedicated role in developing the recovery plan, civil contingency measures and organisational learning as part of the Operation TALLA response. All other members of the executive are dedicated to regular portfolio business.

- 1.3 Operation TALLA developed a number of contingencies recognising the unprecedented nature of these events, the significant potential for community impact, as well as absence from the police workforce. Additionally, there was a need for a rapid and agile development of procurement practices, training and new operating practices. Clearly, policing has a crucial role to play to ensure public compliance with new regulations established to limit the spread of the virus, but also to maintain public confidence at a time of significant changes in public life.
- 1.4 Seven strategic objectives for Operation TALLA have provided direction and underpin Police Scotland's response to the challenges of the COVID-19 Pandemic. These are attached at **Appendix 1** and are regularly reviewed and revised by the Gold Commander. The strategic objectives will ensure that the resources of the entire national service can be deployed wherever necessary and with pace to deal with the unprecedented challenges posed by COVID-19.
- 1.5 Police Scotland continues to focus on the safety and wellbeing of people, places and communities in Scotland and adapt to the changing demands COVID-19 presents. We can only achieve this if we also protect our workforce, which means ensuring the service follows the government guidance wherever possible.

Recognising that the nature of policing often brings officers and staff into close contact with members of the public in various situations, it has been a priority since the outset to provide the right levels of Personal Protective Equipment (PPE) to mitigate the risk from those who may inadvertently, or deliberately, expose officers and staff to the virus. As always, Police Scotland continues to work closely with our partners to support the wider co-ordination of public resources to safeguard the public and our communities.

- 1.6 The Chief Constable has from the outset, outlined a clear and consistent policing style, approach and method. Officers and staff continue to apply common sense and engage in a friendly and courteous manner. Enforcement is only taken where efforts to engage, explain and encourage have been exhausted.

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Police Scotland continues to monitor community tensions and respond appropriately, using effective, proactive and transparent communications to maintain public trust and confidence.

- 1.7 The Police Scotland governance structure is well established to ensure appropriate decision making capability and information flow. The Chief Constable chairs twice daily conferences with all deputies in addition to regular Gold, Silver and key task meetings for Operation TALLA. Regular updates are provided at a weekly Operational Review Meeting and through the Strategic Leadership Board. External engagement is maintained through regular discussion with the Vice Chair of the SPA and the Cabinet Secretary for Justice, as well as active participation in forums including, Scottish Government Resilience Room meetings, chaired by the First Minister, the Strategic Coordinating Group, and national and regional resilience partnership arrangements.

2. MAINTAINING SERVICE DELIVERY AND CRITICAL SERVICE POLICE FUNCTIONS

- 2.1 The COVID-19 pandemic has required unprecedented changes to how we deliver service. Volume of calls, types of incidents and levels of recorded crime are markedly different to those experienced at comparable times in previous years. The structure of the Police Service of Scotland has enhanced our ability to respond quickly to protect service delivery in a dynamic environment.
- 2.2 UK restrictions were announced on Monday 23 March. This was marked by a sudden increase in 101 call volume that same day and in the days that followed. A large number of these calls related to requests for advice over the application of the new COVID-19 regulations. The level of 999 calls did not show this same increase, with 999 call volume between Wednesday 1 April and 19 April showing at lower levels when compared to the same dates last year.
- 2.3 There have been notable changes both in terms of volume and in the types of incidents being reported to Police Scotland. From Saturday 22 February the number of incidents raised by Police Scotland began trending at a decline, and fell to levels significantly below the volume observed at the same time last year, reaching its lowest point on Sunday 29 March. This is a 27% reduction against the comparative Sunday last year (24/03/19).

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Since Sunday 29 March however there has been a steady increasing trend in the volume of incidents reported to Police, but the make-up of these varies significantly when compared to last year.

- 2.4 'Public Nuisance' type incidents have shown the most marked increase when compared to last year, peaking on Saturday 11 April at levels over five times those seen on the comparative Saturday last year (06/04/19).

Since Monday 23 March, this incident type has accounted for 18% of all incidents. These typically represent people reporting those whom they believe are failing to adhere to physical distancing guidance. Noise incidents have also increased significantly, anecdotally related to the increased time with which persons are believed to be spending in their home address. Most other incident types are down significantly when compared with demands seen in 2019.

- 2.5 Since Monday 23 March, 'Concern for Person' Incidents are trending at lower levels when compared to last year. Since this date, 'Missing Person/Absconder' Incident volume has reduced to less than half the volume seen last year. In relation to concerns raised in our Vulnerable Persons Database, all concern types are down and overall between 23 March and 22 April there is around a 24% reduction in concerns raised when compared to the same time period last year. Within the same time frames, Child Concerns have seen a reduction of 31%.

Despite some understandable initial disruption to usual partnership channels and mechanisms, Police Scotland is continuing to work closely with Local Authorities, Scottish Government, third sector organisations and other key partners to help support those most at risk of harm in our communities.

- 2.6 Since Friday 27 March and the introduction of legislation in respect of COVID-19, recorded crime has decreased by over 25% when compared to the same period last year. Assaults have also seen significant reduction.

This is particularly notable at weekends and is assessed to be because of the restrictions placed upon the night-time economy and greatly reduced consumption of alcohol in public spaces. All road traffic offences have significantly reduced with the exception of drink/drug driving which remains at similar levels to last year. Most

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instances of theft have also seen a reduction, despite a small initial increase of thefts relating to motor vehicles.

While decreases in many crime categories are to be welcomed, this information covers a relatively short period of time and care must be taken to avoid assumptions about trends. For example, there has been a decrease in domestic abuse incidents but we are acutely aware this may not necessarily reflect what is happening behind closed doors as people do not always report abuse immediately.

Police Scotland recognises that home is not necessarily a safe place for all adults and children and for some this period of physical distancing and isolation may expose them to even greater risk of abuse, harm and neglect. We have been using our social media channels to highlight this concern and raise awareness in communities. We want people to feel safe and we want to prevent harm by identifying people who may be at risk, and putting in place measures that will help keep them safe.

There will be no change to how we respond to child protection issues. Protecting children and reducing harm remains a priority for Police Scotland. We will always respond to calls suggesting a child may be at risk.

- 2.7 Against this backdrop of changing demands Police Scotland, like others, has seen increased levels of absence, created by individuals requiring to self-isolate, shield or displaying COVID-19 symptoms, in addition to the usual sickness and absence. This rate rapidly climbed to a peak on Sunday 29 March from which it has reduced to a level still higher than normal absence levels.
- 2.8 These absence levels were anticipated and to protect day-to-day policing and service continuity, a co-ordination function was established to oversee all resourcing across the service and create an agile response process to quickly move resources to the areas of greatest need.

This applies to all resources, police officers and staff, and has proven to be extremely successful in maintaining service delivery in our critical operational functions, including local policing and in our contact and control centres. This resourcing is continually co-ordinated and this agile process has ensured that our ability to deliver policing services to our communities has been maintained.

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- 2.9 In support of this, the rollout of our Contact Assessment Model (CAM) has been accelerated and is now being operated in all areas of Scotland, recognising the value of THRIVE assessments in identifying those who are most vulnerable and ensuring they are prioritised for face-to-face resolution. Our ICT function are undertaking a scoping exercise to identify an online platform which will allow resolution teams to conduct remote face-to-face contact with those who need it most, for example victims of domestic abuse.
- 2.10 While much of our transformation programme has been paused, those areas of critical change to support service delivery, such as CAM and the rollout of mobile devices, has continued and accelerated where necessary. Our programme of change is being closely examined, reprioritised and refocused as necessary in light of the dramatic change in the wider operating environment, led by DCO David Page and Chief Digital and Information Officer Andrew Hendry.

We recognise the likelihood of further financial pressure but also acknowledge the opportunities that have been identified through necessity to adapt, streamline and automate processes in the current crisis which could have a positive legacy effect in improving our efficiency and effectiveness.

3 PROTECTING AND SUPPORTING OUR WORKFORCE

- 3.1 Police Scotland officers and staff continue to deal with acts of criminality and incidents of a serious nature. A bespoke THRIVE assessment ensures officers attend those incidents which require a physical police presence. This model is designed to protect both the public and officers, and is in line with physical distancing guidance wherever possible.
- 3.2 The procurement and supply of PPE to officers and staff remains a priority and significant effort continues to ensure our officers and staff are provided with the protection and guidance they require. Securing suitable PPE has proven to be extremely challenging due to the unpredictable and unreliable global supply lines as well as competition for supplies from other public sectors.

The Operation TALLA Logistics Cell, supported by Procurement and Finance colleagues, continually assesses the need against availability and has established strong links into the UK supply network co-ordinated by the National Public Order Co-ordination

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Centre (NPOCC). PPE will continue to remain a priority, with extensive training, equipping and resupply ongoing 24 hours a day. At present, around 10,000 frontline police officers and staff have been trained and supplied the necessary PPE.

3.3 The Operation TALLA health and safety group operates in line with an extensive risk assessment and has informed policy in respect of PPE, physical distancing in the workplace, personal and workplace hygiene and staff wellbeing. In order to provide reassurance to officers and staff who are symptomatic and to assist with returning them to work as soon as possible, a formal COVID-19 testing regime was introduced on Monday 6 April. Over 690 Police Scotland employees have now been tested.

3.4 Enhanced cleaning provision, both routine and deep cleaning, is being undertaken regularly to ensure Police Scotland's estate and fleet maintains the necessary levels of hygiene.

The number of COVID-19 cleaning requests has stabilised with a sustainable demand over the last week. There are no reports of any dilution of service and the service supplier appears to be meeting overall demand.

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

3.6 Police Scotland recognises that the world we live in is changing rapidly, much of which is outwith our control. Our officers and staff are being asked to take extraordinary measures to protect our family, friends, colleagues and communities, which can create a heightened sense of anxiety and uncertainty, a response which is completely normal.

3.7 Police Scotland recognises that the wellbeing of our officers and staff throughout this challenging time, is critical. To that end, a Wellbeing Hub has been created on the Intranet, with access also available via the Internet, to ensure our people have access in one place to relevant wellbeing support, guidance and information.

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- 3.8 Within this hub, support services and resources have been aligned to Psychological, Physical, Financial and Social themes, to ensure our people can access the support they need. The hub is regularly updated and will respond to recurring themes and trends.
- 3.9 Since the launch, the hub has had 2200 hits, of which 510 were accessed via the Internet.

4. PROVIDING AN APPROPRIATE POLICING RESPONSE

- 4.1 Emergency legislation has been enacted which places on requirements on Police Scotland to fulfil a critical role in protecting the public from those who do not comply with physical distancing legal requirements. Responding to this legislation has required internal guidance, training and also data capture and analysis capability to be developed in extremely short timescales.
- 4.2 The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 allows police officers, and other officials, to assist in the enforcement of some of the restrictions in place for public safety. It means that officers can enforce the testing of individuals with suspected coronavirus, allows for the closure of events, gatherings and premises and provides formal sanctions such as the issuing of Fixed Penalty Notices and arrest.
- 4.3 As stated, the Act allows officers to close businesses and premises which fail to comply with official guidance. The regulations also give officers the power to enforce physical distancing among the wider public with the sanction of penalty notices where there has been an offence and a refusal to comply with either informative interventions or warnings to desist.

Police Scotland can issue penalty notices of £60, reduced to £30 if paid within 28 days, where they have reason to believe there has been an offence under the regulations. These penalties are doubled for each repeat offence up to a £960 cap, with no reduction for early payment. Due to the exceptional nature of these powers, the regulations are reviewed at parliamentary level every 21 days to ensure they are still necessary.

Police Scotland's use of the legislation continues to be to engage with people, explain the provisions and encourage them to comply with the necessary restrictions, with enforcement action being taken only where absolutely necessary. This has been the overall

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approach and tone of policing in Scotland since the inception of the public health emergency.

- 4.4 The highest proportion of interventions by police result in individuals dispersing on request or when instructed. This is in line with Police Scotland's policing approach in respect of this new legislation.
- 4.5 Since the inception of the legislation, Police Scotland officers have attended 69,704 incidents. There has been a total use of the new intervention powers, the vast majority non-punitive, on 7,892 occasions. Officers have had to resort to enforcement action (FPN or arrest) on 1,715 occasions. Over the last fourteen days the number of people arrested for breaching the COVID-19 regulations represents around 1% of total throughput in our custody centres. Detailed statistical analysis on the use of the enforcement legislation is attached at **Appendix 2**.

5. MAINTAINING TRUST AND CONFIDENCE

- 5.1 It is vital throughout this crisis that Police Scotland continues to police by consent, and maintain public trust and confidence. Officers are being focussed in communities to maximise reassurance and Operation TALLA command maintains daily contact with Local Commanders to co-ordinate resources and ensure our response continues to meet public need.
- 5.2 To provide insight at a national and local level, a revised approach has been implemented to measure the public experience of contacting the police and their confidence in our response to the pandemic. The following methodology has been employed:
- An SMS text user experience survey has been developed and asks callers about their experience of contacting Police Scotland and our response. The question set has been revised to capture perceptions of policing at this time with particular reference to COVID-19.
 - The 'Your Police' Survey was recently rolled out over a 6 week period and received over 11,500 responses from the public in relation to Local Policing Plans. To capture public confidence and identify emerging issues with service provision during the pandemic, the survey is now live again for local divisions to gather feedback from their communities. We have been asking all networks to support us to reach as wide an audience as

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possible, including vulnerable and diverse communities, our local and national partners.

- Data received will be analysed with weekly and monthly reporting for the duration of the pandemic response for Operation TALLA and local divisions.
- A national Community Impact Assessment is ongoing which is updated on a daily basis. As part of this process an Equality and Human Rights Impact Assessment (EqHRIA) has been undertaken. EqHRIA processes continue to be refined to ensure that they reflect the changing nature of Police Scotland's response to COVID-19 and how that impacts on certain sectors and communities.

- 5.3 Police Scotland is committed to the provision of an effective and responsive policing capability in all our local divisions and specialist support capabilities during this time of heightened concern and tension. We police by consent and our policing operation remains focused on our identified priorities and areas of particular community concern.

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

6. SUPPORTING PARTNERS

- 6.1 As a Category 1 responder, and following learning and experience secured in the course of Brexit contingency planning, Police Scotland has established a National Coordination Centre (NCC) in respect of the COVID-19 response.
- 6.2 The NCC was activated on Friday, 20 March, comprised of a Police Operations Coordination Centre (POCC), initially focussed on the assessment of calls and deployment of PPE equipped resources to support local policing. A Multi-Agency Coordination Centre (MACC) has also been established with partners.
- 6.3 Police Scotland is statutorily responsible for chairing the Strategic Coordinating Group (SCG), and this is being delivered by ACC Mark

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Williams. SCG membership comprises of nominated representatives on behalf of all Category 1 responders and with the military, voluntary sector and Scottish and local government also represented.

The SCG is responsible for providing the strategic framework within which resilience partners operate across Scotland, setting priorities and driving forward national policy in support of local delivery. This includes escalation of issues into Scottish Government at official and ministerial level where required.

- 6.4 Priority areas of work include developing and managing information flows from Scottish Government through the SCG to Local Resilience Partnerships; the development of national planning assumptions to support contingency planning; 'Shielding' work to protect those at highest clinical risk from COVID-19 in our communities; planning for potential additional deaths to ensure the whole system maximises its response; addressing issues nationally and in partnership on the critically important areas of PPE and testing; national coordination of public communications and establishing early considerations for recovery and learning.

7. SCRUTINY AND ASSURANCE

- 7.1 Organisational learning from Operation TALLA will continue to shape the organisation after the continuing crisis has ended. Police Scotland is committed to ensuring we are open to scrutiny, especially when we have been required to implement such extraordinary measures.
- 7.2 In addition to bespoke scrutiny towards Operation TALLA by the SPA, HMICS and local scrutiny arrangements, Police Scotland has also maintained its own normal, robust governance processes. In addition to current and proposed internal assurance, a further independent, external, assurance review was commissioned on Thursday, 9 April, by the Chief Constable, led by Mr John Scott, QC.

Mr Scott chairs an external, independent advisory group to review Police Scotland's use of the emergency legislation and ensure its application has been, and continues to be, proportionate and ethical, reporting to the SPA. This will bring considerable value and experience to our thinking and operational practice and will inform the service on the use of the powers during the crisis and support organisational learning.

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

A Recovery Co-ordination Group led by ACC Higgins under the strategic leadership of DCC Kerr has been established which will prepare for such future developments whilst also ensuring that organisational learning is captured and used to inform the future shape and operation of the service.

In addition, the clear benefits that have resulted from our dynamic response, such as the successful implementation of remote working and the agile co-ordination and deployment of large numbers of resources across the country, will be examined closely to ensure, where possible, these measures can be incorporated into our standard operational framework.

8. FINANCE

- 8.1 The finance team is working with the Operation TALLA team to monitor spending in relation to COVID-19. At the start of week commencing 20 April, approximately £2m of Operation TALLA expenditure has been incurred roughly split between supplies and overtime costs. A further £6.5m of supplies is currently on order, giving a total commitment to date of £8.5m.
- 8.2 There will be wider financial impacts on the organisation as a result of COVID-19. The finance team is currently reviewing this to understand how budgets might be affected, and this will be reported through the usual budget monitoring arrangements into the SPA Resources Committee and Board.

9 CONCLUSION

- 9.1 At this unprecedented and extraordinary time there is a heightened focus and scrutiny on Policing in Scotland.

The success of Police Scotland's response to COVID-19 will ultimately be the contribution of policing to reduce the mortality rate in Scotland through engaging with people and encouraging them to stay at home to protect the NHS. At the same time, policing must seek to maintain and enhance the confidence and trust of the public through our approach to this health emergency,

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while also safeguarding the wellbeing of the officers and staff of Police Scotland.

Police Scotland has responded to the significant demands placed on the Service in a co-ordinated and measured way in line with our core values of integrity, fairness and respect, in a manner which maintains public trust and confidence and upholds human rights.

- 9.2 This paper will be supplemented with fortnightly updates to the SPA Board, including updated management information.

APPENDIX 1

Gold Strategy Operation TALLA

Police Scotland planning, preparation and response associated with Coronavirus outbreak (COVID-19)

This Gold strategy is for Police Scotland's planning and response to the impact of COVID-19 in Scotland.

To ensure that appropriate plans were in place to deliver a full response to this evolving situation, an operational response capability was stood up in February 2020 to respond to incidents associated with Covid-19 pandemic, and a command structure was established under the name Operation TALLA. Contingencies are being developed recognising the high profile nature of these events, the significant potential for community impact, and significant absences from the police workforce.

Most importantly, there will be clear focus on business continuity, and maintaining critical policing functions to serve changing public needs during this unprecedented time. There will also be a focus on protecting officers and staff required to deliver policing functions throughout this period and in doing so maintaining public trust and confidence in Police Scotland as a service provider and as an effective professional partner in supporting the combined partnership response to this developing event.

Police Scotland will work with the all relevant public authorities and other partners, to ensure that the planning and mitigation measures are in place to safeguard the health and wellbeing of individuals and communities across Scotland.

I have therefore devised the following strategic objectives for Police Scotland for these events:

Strategic Objective 1

To maintain critical policing functions to best serve changing public needs, through ensuring the impact of officer and staff absences are mitigated and the needs of the public are met.

The police are committed to keeping the public safe as a core role, with this reflecting the positive obligations to safeguard life provided by Article 2 of ECHR, the duties of a constable, as specified in Section 20 of the

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Police and Fire Reform Scotland Act 2012, and the values of Integrity Fairness and Respect, recognising that we police by consent.

Building on existing Business Continuity arrangements we will monitor abstractions and redistribute personnel as required to maintain service delivery, set against a clear understanding of any rapidly changing demands.

Pandemic illness specific business continuity measures form part of the PSOS Pandemic Framework and are addressed by way of a standalone appendix to existing BC plans.

Force wide submission and assessment of all BC plans has resulted in rapid work required to provide a force wide system of prioritisation for services and allocation of people and resources against changing demands.

We will ensure mechanisms and reporting arrangements are in place to effectively monitor the potential financial, organisational, and community impacts of Police Scotland's response to Covid-19. Ensuring the principles of best value and service delivery whilst maintaining a strong, clear focus on maintaining and safeguarding the most critical policing functions.

Strategic Objective 2

To protect and support our officers and staff, safeguarding their health, safety and wellbeing, through the provision of appropriate PPE, hygiene products and other relevant equipment.

This is a statutory responsibility of the police under the section 2 of the Health and Safety at Work etc. Act 1974 – "It shall be the duty of every employer to ensure, so far as is reasonably practicable, the health, safety and welfare at work of all his employees."

This approach takes account of a core PSOS strategic outcome "Our people are supported through a positive working environment enabling them to serve the public".

To deliver this objective we will work in close cooperation with staff associations Health and safety practitioners and Wellbeing consultants to ensure an effective and comprehensive approach is undertaken.

We will work with other national partners to expedite the supplies and provision of PPE and equipment.

Strategic Objective 3

To work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving the coronavirus.

Planning and preparation with prevention and safety in mind are responsibilities of many agencies in advance of and during health emergencies, and the police have a key role in this. Effective partnership working to ensure optimum coordination of public resources as being the most effective method for success.

Public safety measures considered by all partners will be cognisant of the threat assessments and mitigation measures determined by Health Authorities.

Contingency planning around appropriate and proportionate modes of police deployment and decisions to use specially equipped or trained police resources will ensure community impacts and any potential health risks are identified and, as far as reasonably possible, mitigated.

Strategic Objective 4

Maintain officer, staff and public trust and confidence through effective, Proactive internal and external communications.

We will formulate a comprehensive communications strategy which best serves overall strategic intentions and maximises the effectiveness and appropriateness of internal and at the appropriate time external messaging in respect of partners and public.

Providing appropriate communications will contribute to maximising the safety of staff and public as well as fulfilling our statutory duty, which derives from section 2 of the Health and Safety at Work etc. Act 1974 and relates to ensuring "the provision of such information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of his employees."

All communications are subject of EQHRIA principles.

Strategic Objective 5

Supporting partners as part of Resilience arrangements to mitigate the impacts of Covid-19 and to safeguard community resilience and cohesion, whilst promoting a return to the new normality, as soon as reasonably practicable.

By working with other agencies we will prepare for and respond to any prevailing threat appropriately, proportionately and in accordance with well-established partnership resilience structures and protocols.

Partnership working also forms a key part of our statutory obligations under the Civil Contingencies Act 2004 and effective partnership working will enable Police Scotland to contribute to local and National emergency planning, response and recovery efforts.

Partnership working is a duty under Section 32 (b) Police and Fire Reform Regulations 2012 – which states Police have a duty to work in collaboration with others to prevent harm and further ensures best value in using public funds effectively and efficiently, considering and where possible mitigating health and safety risks to staff, public and others.

Strategic Objective 6

Monitor and respond appropriately to any community tensions and ensure all 'Operation TALLA' related activities are consistent with EQHRIA principles and are underpinned by a sound legal framework.

Public reassurance covers the wider public of Scotland and beyond, who will be aware of these events through media coverage.

A national Community Impact Assessment (CIA) has been created to address and where possible mitigate COVID 19 related community tensions, hate crime or related incidents.

Safer Communities will maintain a national overview of related activity through the daily scrutiny of relevant incidents and will monitor community tensions through third party reporting mechanisms. Safer Communities will link in with and contribute to NCTT Community tension assessment ensuring awareness of the national picture.

Specialist advisors are available to offer additional guidance/support to colleagues and members of the public to ensure officers are equipped to

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proactively address tensions and members of the public, particularly those from affected groups, are informed and re-assured.

To ensure appropriate compliance with Force policy and statutory equalities obligations, an EQHRIA assessment will be carried out and applied to respective policy documentation, communications and operational materials.

Strategic Objective 7**Being able to respond dynamically to the rapidly changing situation and supporting organisational learning.**

We will anticipate the likely impacts of Covid-19 and continue to plan and develop our organisational response.

We will give staff autonomy to respond dynamically to operational challenges and flexibility to deploy resources across organisational boundaries.

We will ensure mechanisms are in place and dynamic debriefs are conducted to capture operational learning.

We will engage proactively with staff representatives to understand concerns and respond timeously.

Strategic Objective 8**To undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a Covid-19 environment can be understood, managed, whilst ensuring that financial control, governance and discipline are maintained throughout this response.**

All budgets were approved by the SPA Board on 25 March 2020. Budget setting was largely carried out prior to the impact of COVID-19 on Scotland. No specific budgets have been included for any COVID-19 related costs, however, the approved budget did anticipate the loss of income (~£8m net) based on an estimate of income likely to be lost in the short term. It is acknowledged that the operational and financial impact of COVID-19 is highly uncertain and was largely unquantifiable at the point of budget setting but this will be monitored and reported on throughout the year.

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Finance representatives are working closely at all tiers of the Operation TALLA command structure. The incremental costs of Operation TALLA are being recorded by means of a specific job in the financial ledger. Using this data and further information from Procurement, Finance are producing a weekly update of the costs to date based on the actual spend incurred and committed to. It is important that there is internal scrutiny of the costs, ensuring that only genuine costs directly incurred as a result of COVID-19 are recognised as a cost of the incident as opposed to a business as usual cost. The SPA's financial records must stand up to external scrutiny, otherwise the case for financial support for these costs may become focused on the accuracy of records rather than the need for financial support. Providing financial guidance alongside the provision of a weekly finance update document.

The wider Finance Business Partners will work with budget holders to understand and estimate the impact of COVID-19 on divisions / departments: costs, savings and income.

The Finance Financial Planning & Analysis team (FP&A) provides a strategic force wide view of the service. It will bring together intelligence from the BAU and Operation TALLA finance support and conduct financial scenario planning and forecasting for the benefits of the Corporate Finance & People Board, SPA and Scottish Government.

Along with this focus on the longer terms budgetary impact of operating in a COVID-19 environment, Finance will be providing ongoing support and challenge to ensure that financial control, governance and discipline are maintained.

Policing Style and Tone

On the 27 March, legislation was introduced by UK and the Scottish Governments giving police officers additional powers to enforce the lockdown and support partners to slow the spread of the coronavirus.

These are the Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 and the Coronavirus Act 2020.

As a result of Government guidelines, the UK population have strict restrictions placed upon them and many are required to self-isolate. In response Police Scotland has adjusted its operating model and will now work to principles of non-attendance.

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Our proactive approach to policing will consist of visibility within communities, maintaining vigilance in relation to ongoing or suspected criminality and ensuring we maintain order.

Notwithstanding the additional powers, all policing activity associated with Operation TALLA will be carried out in accordance with the established legal framework and in particular the duties of a Constable as specified in Section 20 of the Police and Fire Reform Scotland Act 2012, and the Police Scotland values of Integrity, Fairness and Respect.

Keeping People Safe will remain our focus. All actions taken will be with due cognisance of the principles of 'Policing by Consent' and will be underpinned by adherence to the requirements of the European Convention on Human Rights.

The police response will follow the four-step escalation principles of engagement, explanation, encouragement and finally enforcement.

In line with policing by consent, our initial response will be to encourage voluntary compliance. This should be through asking individuals, groups or businesses whether they have heard about the new guidance, and how quickly they can comply with it. This should be done by stressing the risks to public health and the NHS.

The government has committed to creating a system that is flexible, discretionary and pragmatic. This will enable officers to make sensible decisions and employ their judgement with enforcement only as a last resort.

Our policing tone and style will maintain positive relationships with the public, including businesses. Officers will continue to engage in a friendly, courteous and common sense fashion and ensure that public trust and confidence in Police Scotland is maintained throughout this crisis and beyond.

Tactical Parameters

Officers deployed to proactively to incidents where there is a confirmed case of Covid-19 will be provided with appropriate PPE if likely to come into close contact with an infected individual for a sustained period of time.

Command Protocols

Engagement will be maintained with key partners to ensure clarity of ownership, responsibility and decision-making around key issues in advance of and during planning, preparation and response phases of this operation.

Primacy for management of this public health related matter rests with Health Authorities supported by the police and other partners. Should an isolated major incident associated to COVID 19 develop at any place, Police Scotland will be positioned to assume command if necessary, however will ensure immediate liaison with Health partners to determine the appropriate Command structure and response to best manage and resolve that incident.

In terms of the police command arrangements, I shall remain in command of the entire policing operation. ACC Mark Williams will have tactical responsibility for policing the Operation and will appoint operational / geographic commanders as appropriate.

Potential Outcomes

Preferred: Maintenance of PSOS health and safety standards, business continuity and service delivery while fully supporting Public Health in the implementation of necessary contingencies to minimise harm and impact to public, staff and community infrastructure deriving from Coronavirus infection.

There is proportionate but managed community impact relating to Operation TALLA specific police activity. Short-lived disruption to the police service delivery in scenarios where infection concerns are raised or staff abstractions impact on service.

A positive image of Police Scotland is portrayed. Staffing abstractions are effectively managed and staff relations are maintained. The use of resources and police equipment is effectively managed and prioritised.

Acceptable: Significant, but short-lived, disruption to community Impact or police service delivery confined to the relevant local area or business function.

Some impacts are felt on service delivery and some policing functions may need to be suspended but this is managed and prioritised. Minor issues regarding application of H and S protocols which are corrected and

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recorded. Police Scotland is portrayed as having dealt with any situation swiftly, proportionately, effectively and to the expectation of the public.

Unacceptable: As a result of police actions, considerable widespread disruption to community normality over a prolonged period. A significant range of H and S, business continuity and service delivery impacts resulting in serious exposure to harm, injury or loss of life. Public trust and confidence in Police Scotland is seriously impacted.

APPENDIX 2 – Intervention Activity Data

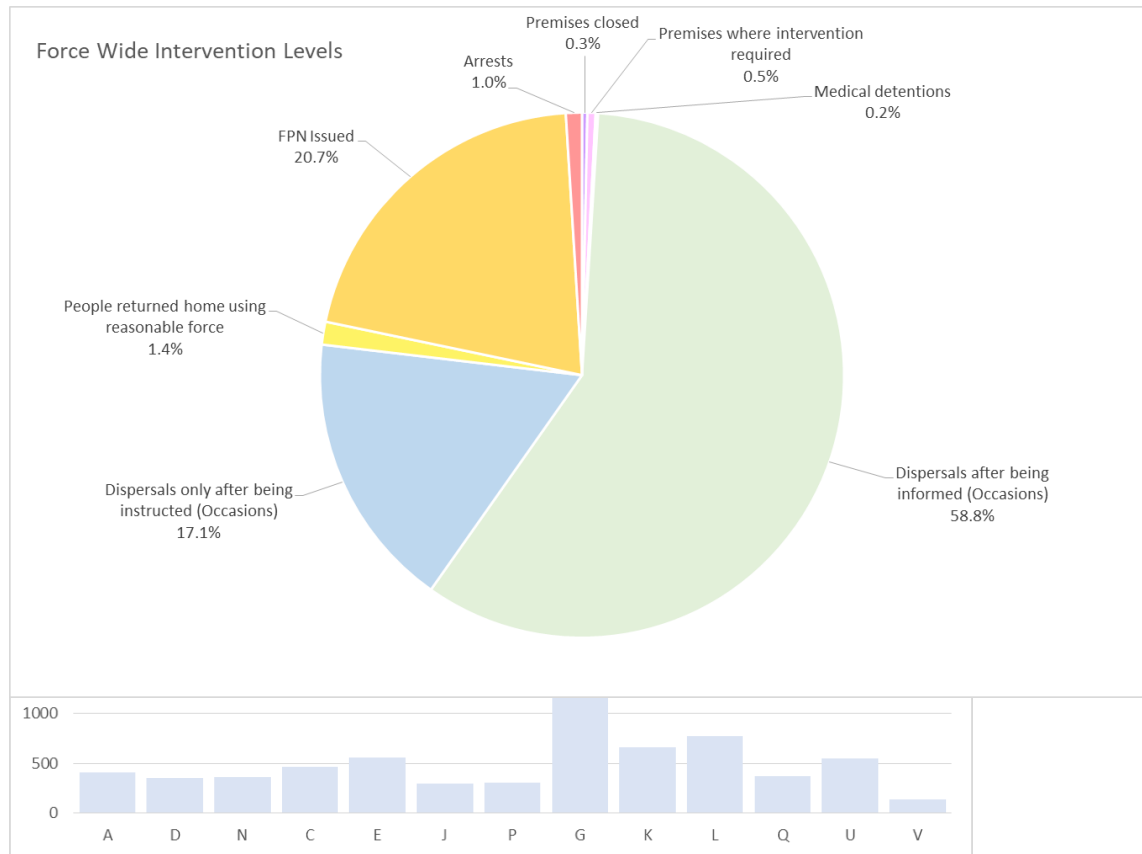
This Gold Strategy will be the subject of regular review as further information and intelligence is obtained through respective Police and partnership meetings.

COVID-19 Legislation Usage by Police Scotland

The following data is the manually recorded and collated use of the COVID-19 legislation from 27th March 2020 when the legislation was enacted, until 0700hrs on Thursday 23rd April 2020.

Division	Divisions Activity (Volume)								
	Total Interventions	Premises closed	Premises where intervention required	Medical detentions	Dispersals after being informed (Occasions)	Dispersals only after being instructed (Occasions)	People returned home using reasonable force	FPN Issued	Arrests
A	404	2		5	245	39	17	95	1
D	354	3	8	2	208	40	16	69	8
N	361	2	10	1	226	25	3	90	4
C	460		13	2	279	41	3	116	6
E	554	7	2		370	46	3	118	8
J	298	2		1	159	32	5	97	2
P	307		3		167	68	1	64	4
G	2670	4			1732	596	12	311	15
K	662	1			250	238	3	165	5
L	770		1		542	48	19	152	8
Q	371	2	1		149	31	3	179	6
U	545	3	1	1	243	116	22	152	7
V	136		1		70	28	4	29	4
Total	7892	26	40	12	4640	1348	111	1637	78

This data is broken down into types of enforcement activity. It is worthy of note that the specific number of individuals is used for counting 'People returned home using reasonable force', 'arrests' and 'FPN Issued' categories, but the number of 'occasions' is used for measuring 'Dispersals after being informed' and 'Dispersals only after being instructed'. For example a group of 20 being asked to disperse would be recorded as 1 dispersal, however if two individuals failed to comply and were issued FPN this would be recorded as 2.



APPENDIX 3

CORONAVIRUS (COVID-19)/OPERATION TALLA TIMELINE

- 28 February – Operation TALLA initiated.
- 11 March – World Health Organisation declares coronavirus (COVID-19) has been categorised as a global pandemic.
- 16 March – Ban on mass gatherings of more than 500 people or more in Scotland.
- 20 March – Schools in Scotland close with provisions being facilitated for the children of key workers.
- 20 March - The existing Lord Advocate’s Guidelines: Liberation by the Police are reviewed and amended, with guidance issued to Police Scotland on the approach to be taken regarding individuals in Police custody having been arrested during the period of disruption caused by coronavirus (COVID-19).
- 21 March – UK and Scottish Governments announce entertainment businesses should close as soon as reasonably practicable.
- 21 March – Police Scotland’s National Co-ordination Centre for Operation TALLA becomes fully operational at Bilston Glen, Edinburgh.
- 22 March – Police Scotland serve emergency closure orders on public houses which refuse to close.
- 23 March – Ban on gatherings in public places, with the exception of work-related situations and household groups in Scotland. The First Minister also instructed all non-essential shops or businesses and public spaces including libraries, playgrounds, and places of worship, to close.
- 25 March - Coronavirus Act 2020 is given Royal Assent, with Schedules 21 and 22 relating to Scotland.
- 25 March - The Health Protection (Coronavirus) (Restrictions) (Scotland) Regulations 2020 are approved in the Scottish Parliament. Those powers require officers to deal with issues relating to a requirement for certain premises and businesses to close during the emergency, and restrictions on the movement of people and gatherings. These powers will be rescinded when Scottish Ministers determine they are no longer applicable.
- 9 April – Chief Constable Iain Livingstone QPM commissions human rights lawyer John Scott QC to review Police Scotland’s use of new emergency powers to respond to the coronavirus outbreak.

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- 10 April – Chief Constable Iain Livingstone QPM participates in the Scottish Government’s coronavirus (COVID-19) briefing with the First Minister and Scotland’s National Clinical Director Professor Jason Leitch.
- 16 April – Decision by all four governments across the UK to extend the current physical distancing rules until 7 May when they will be reviewed again.

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