

<b>Meeting</b>	<b>SPA Policing Performance Committee</b>
<b>Date</b>	<b>11 October 2022</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Hate Crime Improvement Plan – Progress Update</b>
<b>Presented By</b>	<b>ACC Gary Ritchie, Partnership, Prevention and Community Wellbeing</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>YES APPENDIX A: REVISED PLAN AND PROGRESS REPORT</b>

**PURPOSE**

The purpose of this paper is to provide a positional update on Police Scotland’s Hate Crime Improvement Plan. The plan is being developed in response to recommendations identified during the Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) Thematic Inspection of Hate Crime in Scotland, published in June 2021.

The plan was initially shared with HMICS on 3 December 2021 and presented to the Scottish Police Authority (SPA) Policing Performance Committee (PPC) on 9 December 2021. Due to unprecedented impacting factors, the redeployment of resources during early 2022 in response to Op Talla, greater abstractions to events and loss of staff due to retirement and transfer, original target dates were not achieved.

These delays were reported to HMICS and SPA resulting in an action at the PPC meeting on 7 June 2022 (Action: PPC 20220607-002). It was agreed Police Scotland would review, amend and report on an updated plan. This is now presented in the appendice.

Members are invited to discuss the contents of this report.

## **1. BACKGROUND**

- 1.1 On 3 June 2021, HMICS published their Thematic Inspection of Hate Crime in Police Scotland which identified recommendations for improvement. In response to these actions Police Scotland began the formulation of the Hate Crime Improvement Plan.
- 1.2 Strategic and Tactical Hate Crime Working Groups were established to ensure effective coordination and collaboration of business areas to deliver this plan. The initial plan was compiled and submitted to HMICS and SPA in December 2021. The tactical group has been meeting monthly, checking progress against the plan across a number of interdependencies. It is agreed that both the associated Strategic and Tactical Hate Crime Working Groups will feed into other Police Scotland governance structures to ensure wider interdependencies and decisions are coordinated.
- 1.3 At present there is no project team or resource dedicated to this work and is instead being progressed by the Equality and Diversity team within Partnerships, Prevention and Community Wellbeing Division as '*Business as Usual*'.
- 1.4 A Potential Project Assessment (PPA) incorporating both the Hate Crime Improvement Plan and work associated with the impact of the aforementioned plan, has as yet not commenced. The Hate Crime and Public Order (Scotland) Act 2021, was presented to the Demand Management Board in March 2022, where approval was given to submit a full business case. The business case has been submitted to the Change Board for review.
- 1.5 Indicative timescales for the provision of a project team (assuming approval at other stages of governance) is estimated to be after October 2022 at the earliest.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 This paper comes from an action at the previous meeting, where Police Scotland was tasked with reviewing, amending and providing a progress update on our Hate Crime Improvement Plan. Delivery has been challenging principally due to the reallocation of staff to assist with Op Talla in January and February, greater abstractions to events and loss of staff due to retirement and transfer, which could not have been factored in.

## OFFICIAL

- 2.2 Since this committee last met, the associated Strategic Oversight Group has reviewed the previous plan with internal business areas and developed a new Hate Crime Improvement Plan. Due to the latest COS Crime delivery projections, we have separated the improvement plan into those recommendations which dependent on COS delivery, and those which are not.
- 2.3 On 23 August 2022, HMICS approved and closed 3 of the 15 recommendations, namely 4, 7 and 11 as they are now complete.
- 2.4 The new Hate Crime Improvement plan and associated progress can be found in the **Appendix A**. Included are details of the new target delivery date and a progression summary for each recommendation highlighting varying timescales, inter-dependencies, governance structures, external stakeholder engagement and levels of complexity.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 The PPA has been submitted to the Change board, with the initial assessment being that although the project is likely to not meet the £1million threshold, the complexities of the project and inter-dependencies with other projects, will require a business case and approval.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 Once the business case has been submitted and reviewed, then we will understand what resources will need to be allocated to deliver this work. In the meantime, the action plan will be stripped of COS/training interdependencies to ensure focus on what can be achieved.

### **5. LEGAL IMPLICATIONS**

- 5.1 Not applicable

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 Our inability to implement the new Hate Crime & Public Order Act, and ensure our duties with respect to providing data to Scottish Government, will have significant public confidence impacts, particularly as the Act is extremely contentious in parts of society.

**7. SOCIAL IMPLICATIONS**

7.1 Our inability to implement the new Hate Crime & Public Order Act, and ensure our duties with respect to providing data to Scottish Government, will have significant public confidence impacts, particularly as the Act is extremely contentious in parts of society.

**8. COMMUNITY IMPACT**

8.1 Our inability to implement the new Hate Crime & Public Order Act, and ensure our duties with respect to providing data to Scottish Government, will have significant public confidence impacts, particularly as the Act is extremely contentious in parts of society.

**9. EQUALITIES IMPLICATIONS**

9.1 Our inability to implement the new Hate Crime & Public Order Act, and ensure our duties with respect to providing data to Scottish Government, will have significant public confidence impacts, particularly as the Act is extremely contentious in parts of society.

**10. ENVIRONMENT IMPLICATIONS**

10.1 Not applicable.

**RECOMMENDATIONS**

Members are invited to discuss the contents of this report.

**APPENDIX A – REVISED PLAN AND PROGRESS REPORT**

The table below lists the 15 recommendations, the revised target date for each alongside a progress summary and next steps. Some actions have been moved between categories to separate COS/training dependent actions. It should be noted that for any recommendation to be formally discharged by HMICS, an evidence submission form should be completed and reviewed by Police Scotland’s Governance, Audit and Assurance department before being uploaded to HMICS for consideration. Progress summaries below come from evidence submission forms.

<b>PART A – RECOMMENDATIONS AND ACTIONS WHICH HAVE NO SIGNIFICANT DEPENDENCY ON THE NATIONAL COS CRIME ROLL-OUT AND ASSOCIATED IMPLICATIONS FOR TRAINING AND ARE BEING PROGRESSED AS BUSINESS AS USUAL</b>				
<b>Recommendation</b>	<b>Proposed additional actions</b>	<b>Revised Target Date</b>	<b>Progress summary</b>	<b>Next Steps</b>
R01 Hate Crime Profile  Police Scotland should review the profile of hate crime in strategies and plans, given that it is not currently identified as a	1. APU to establish the scope and rationale for HC to be included in the Strategic Assessment Process.  2. Develop process within the APU to develop appropriate analytical products in response to the	01/12/2022	Originally this work was scheduled to be complete by 01/06/2022.  Work has commenced on the next strategic assessment and Hate Crime will be researched and analysed as a stand-alone section as part of this work.  The evidence will be risk assessed using the MORILE risk	The target dates have been re-aligned to reflect the Strategic Assessment process.  Further engagement with Strategy and Innovation will be undertaken as local policing plans develop

SPA Policing Performance  
 Hate Crime Improvement Plan – Progress Update  
 11 October 2022

**OFFICIAL**

<p>standalone strategic priority for the force"</p>	<p>identified approach to the Strategic Assessment.</p> <p>3. Submit proposal, including full document set for hate crime which makes provision for HC to be included in Local Policing Plans which clearly defines responsibilities and improves consistency. (Realigned from R02 due to crossover with strategic assessment process)</p> <p>4. Identify improvements to Local Policing Plans which captures activities and learning at local levels - feed this learning through</p>		<p>assessment and operational SMEs will be included in these processes linked to the Strategic Assessment.</p> <p>Progress will be aligned to the Strategic Assessment process.</p> <p>Strategy and innovation are presently conducting a review of how local policing plans are produced in line with the national Strategic Assessment with local autonomy. Where hate crime emerges in the strategic assessment it will subsequently flush through to local policing plans.</p>	
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	EDIHR SOB (Realigned from R05 due to crossover with strategic assessment process)			
R02 National Policy and Local Delivery Coordination  Police Scotland should ensure the national policy direction for hate crime links up with the local delivery and response to hate crime	<p>1. Review governance structures for Hate Crime across policing to ensure they facilitate the understanding of trends and sharing good practice within local policing and C3.</p> <p>2. Design a standardised approach and structure which provide for resilience and increased interaction and reporting between PPCW, C3 and Local Policing Divisions.</p>	01/12/2022	<p>Originally this work was scheduled to be complete by 01/12/2022.</p> <p>The SLWG looking at hate crime governance structures across territorial divisions and C3 has proposed a revised and more consistent structure. This was circulated to service delivery departments across divisions and feedback analysed. It became clear that the changes proposed were too significant for local divisions to implement at this stage. This was principally due to their differing structures and crime management systems.</p> <p>The paper has been revised to present a more achievable</p>	<p>The new governance structure will be rolled out and the national guidance documents updated.</p> <p>COS roll-out will provide the opportunity for automation of some processes and a more consistent structure determined.</p>

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	3. Implement agreed governance structure and processes across PPCW, Local Policing Divisions and C3.		solution, re-circulated through divisions and agreed at the Hate Crime Improvement Tactical Group and by the Hate Crime Strategic Oversight group.	
R03 Dedicated Hate Crime Unit  Police Scotland should consider establishing a dedicated unit for hate crime.	1. Gather information on the effectiveness and evidence of improved service delivery of other PS dedicated crime units (i.e. PPU). Compare and contrast these units with the present PPCW E&D Team with regard to role, capacity and effectiveness in respect of hate crime.  2. Identify best practice from outwith PS in relation to HC structures.  3. Complete options	01/02/23	Originally this work was scheduled to be complete by 01/06/2022.  Internal scoping has taken place with Police Scotland's Domestic Abuse Task Force and the Rape Task Force looking at their roles, remits, governance and structures.  Police Scotland have engaged with NPCC Hate Crime Secretariat and the UK Policing Diversity, Equality & Inclusion Consortium to understand the position for dedicated Hate Crime Units in England and Wales Forces.	An options paper is presently being prepared. Any decisions on a future unit should align with the strategic workforce plan.

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	paper on the feasibility of a dedicated hate crime unit for consideration of the strategic group.			
R04 SPA Scrutiny Improvements  The Scottish Police Authority should consider how to improve its scrutiny of Police Scotland's response to hate crime	<p>1. Request that PS include Hate Crime in quarterly performance reports to PPC to ensure members are provided with regular data and narrative to allow them to consider the PS response to hate crime)</p> <p>2. SPA PPC will request regular updates on the Hate Crime Improvement Plan from Police Scotland to allow them to request any further detail they feel is required to</p>	01/10/22	<p>Originally this work was scheduled to be complete by 01/01/2022.</p> <p>Regular updates on the hate crime improvement plan are being provided at quarterly SPA PPCs</p>	The work is complete and an evidence submission form will be submitted shortly which aims to address the recommendations.

SPA Policing Performance  
Hate Crime Improvement Plan – Progress Update  
11 October 2022

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**OFFICIAL**

	undertake scrutiny.			
R05 Partnership Relationships and Knowledge Sharing  Police Scotland should ensure that it maximises the benefits of strong partnership relationships, and shares the knowledge of diversity issues developed by police officers and staff working in Safer Communities roles at national and local levels	<p>1. Establish information sharing arrangements for local scrutiny boards and partnerships and seek to maximise these within the limits of existing IT structures and information sharing constraints</p> <p>2. Establish regular forums between local policing E&amp;D SPOCS and PPCW E&amp;D, to develop processes for continuous improvement, organisational learning and promote best practice.</p> <p>3. Gather information across PS Local Policing Divisions in relation to processes</p>	01/03/23	<p>Originally this work was scheduled to be complete by 01/05/2022.</p> <p>Work is now ongoing with APU and Information Assurance to expand the provision of Hate Crime reporting to all local policing divisions and where technology and data protection regulations permit, enhance the depth of information available. A SLWG has been established to look specifically at information sharing within the constraints of the present IT system. These discussions include a proposal to empower divisions to share crime statistical information through a self-service application with appropriate guidance and any necessary GDPR protections. This work is paused owing to the need to establish a fix for the disclosure of small data sets.</p>	<p>Actions have allocated at Hate Crime Improvement Tactical Group to address information management issues.</p> <p>Actions 3 and 5 are presently being explored.</p> <p>Actions 2 and 4 are largely complete.</p>

SPA Policing Performance  
Hate Crime Improvement Plan – Progress Update  
11 October 2022

**OFFICIAL**

**OFFICIAL**

	<p>for networks and relationships for the sharing of similar diversity issues</p> <p>4. Engage with APU in relation to improvements to trends analysis, repeat victim analysis and the development of local area profiles utilising the HC dashboard. <b>(Realigned from R10 as cos independent)</b></p> <p>5. Identify good practice in relation to local approaches which demonstrate the impact on communities and access to justice system which will also inform recommendation 2.</p>		<p>Since May 2021, PPCW E&amp;D dept have met regularly with E&amp;D SPOC's in local policing. Attendees have provided positive feedback on the creation of the forum and the opportunity to raise issues, concerns and good practice to the national team.</p> <p>Information has been gathered from local policing division regarding diversity networks. There is a significant degree of parallel work ongoing within Police Scotland which can inform this part of the recommendations such as the Seldom Heard Communities work and a proposal from Strategy and Innovation to map networks across the country.</p> <p>The hate crime dashboard has been significantly upgraded with the ability to identify trends and repeat victims at local level.</p>	
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	(Realigned from R10 as cos independent)			
R06 Third Party Reporting Improvements  Police Scotland should accelerate its work with partners to improve the Third Party Reporting arrangements, providing people with the option to report hate crime without speaking directly to the police	<p>1. Engage with Scottish Government Tackling Prejudice and Building Connected Communities Action Group to develop an agreed approach and responsibilities across all partners.</p> <p>2. Develop processes, activities and reporting arrangements for PS owned activities, contributing to the wider TPR.</p> <p>3. Develop, implement and evaluate a process for measuring the</p>	01/03/23	<p>Originally this work was scheduled to be complete by 01/06/2022.</p> <p>Police Scotland have carried out a review of existing 400 Third Party Reporting Centres across each of the 13 Local Policing Divisions.</p> <p>Scottish Government have advised that they are working to re-convene the Tackling Prejudice and Building Connected Communities Group – with a new name and Terms Of Reference.</p> <p>Until this group meets there is no progress which Police Scotland can make. Timescales realigned accordingly.</p>	Police Scotland to engage with HMICS and Scottish Government over the progress of this recommendation

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	performance and effectiveness of TPR centres			
R07 National Hate Crime Campaigns - Transparency and Impact  Police Scotland should ensure there is transparency of decision making about the themes chosen for national hate crime campaigns, and that there are processes in place to evaluate the impact of campaigns on communities and reporting	<p>1. Review the approach to hate crime campaign planning in conjunction with Scottish Government and key stakeholders such as community groups and Diversity Staff Associations.</p> <p>2. Develop approach which better engages stakeholder groups in the planning and prioritisation of hate crime campaigns.</p> <p>3. Develop a campaign plan in consultation with different groups; provide feedback to diversity staff associations and</p>	01/10/22	<p>Originally this work was scheduled to be complete by 01/05/2022.</p> <p>Police Scotland Hate Crime Campaign launched on 28<sup>th</sup> March. It will utilise the new Corporate Communications Strategy which:</p> <p>Outlines the approach to stakeholder engagement; highlights the range of internal/external stakeholders, PS approach to campaigns, using OASIS model as used by Scottish Government to identify relevant target audiences for each individual campaign.</p> <p>Corporate Communications Evaluation Strategy outlines the approaches to measures and communications; based on International Association of</p>	The campaign has concluded and analysis complete. An evidence submission form will be submitted shortly which aims to address the recommendations.

SPA Policing Performance  
Hate Crime Improvement Plan – Progress Update  
11 October 2022

**OFFICIAL**

**OFFICIAL**

<p>levels of hate crime</p>	<p>community groups.</p> <p>4. Design a set of metrics to evaluate hate crime campaigns.</p> <p>5. Develop internal and external communications process to inform community groups, DSA's of the outcomes of the hate crime campaigns.</p>		<p>Measurement and Evaluation of Communications (AMEC) framework and Barcelona principles to define qualitative and qualitative measures adapted to individual campaigns.</p> <p>Hate Crime Campaign has been completed – awaiting evaluation before reporting</p>	
<p>R09 Intelligence Log Submission Guidance</p> <p>Police Scotland should provide clear guidance to police officers about</p>	<p>1. Refreshed communication to officers around the need to submit SID entries and establish a process to measure and improve compliance.</p>	<p>01/10/22</p>	<p>Originally this work was scheduled to be complete by 01/12/2022.</p> <p>In May 2021 the National Intelligence Bureau circulated a National Bulletin. This was created to provide clear guidance and encouragement to officers in relation to the</p>	<p>The work is largely complete and an evidence submission form will be submitted shortly which aims to address the recommendations.</p>

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**OFFICIAL**

<p>the importance of submitting intelligence logs relating to hate crimes and hate incidents</p>			<p>submission of intelligence regarding hate crime and hate related incidents. Since the intelligence bulletin was circulated there has been a 57% increase in the number of intelligence logs related to hate crime / incidents across Scotland compared with the previous five months.</p> <p>In September 2021 this bulletin was re-circulated to all divisions for inclusion in their daily briefings to ensure that it remains at the forefront of officer’s minds.</p>	
<p>R11 Benchmarking - Hate Crime Good Practice</p> <p>Police Scotland should consider good practice elsewhere to</p>	<p>1. SPA officers will work with Police Scotland, through the benchmarking practitioner group, to identify areas for further exploration and research in relation to good practice in other</p>	<p>01/10/22</p>	<p>Originally this work was scheduled to be complete by 01/09/2022.</p> <p>SPA and Police Scotland Benchmarking Practitioner Group (BPG) have been engaging heavily with the key stakeholders for Hate Crime and have identified appropriate</p>	<p>The work is largely complete and an evidence submission form will be submitted shortly which aims to address the recommendations.</p>

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<p>improve its response to hate crime. The Scottish Police Authority should use information about good practice elsewhere to ask more effective questions of Police Scotland about its response to hate crime</p>	<p>jurisdictions.</p> <p>2. Police Scotland to provide regular updates on the gathering of best practice examples to HC SOB and SPA PPC.</p> <p>3. PS to develop briefing paper which considers how good practice elsewhere can inform HS structure and practices.</p>		<p>qualitative benchmarks for the sharing/seeking of best practice in relation to Hate Crime</p>	
<p>R13 Hate Crime Perpetrated Against Officers and Staff</p> <p>Police Scotland should review its approach to</p>	<p>1. Review and analyse data in relation to identify the volume and nature of HC perpetrated on police officers and staff.</p> <p>2. Utilise the Your Safety Matters</p>	<p>01/12/22</p>	<p>Originally this work was scheduled to be complete by 01/05/2022.</p> <p>A Welfare Assessment tool has been developed and signed off via PPCW and P&amp;D governance. This will now progress via various boards before implementation.</p>	<p>Work is well advanced although the timescales have been revised to account for some technical issues with data.</p> <p>Papers require to be updated and escalated but there is a well-</p>

SPA Policing Performance  
Hate Crime Improvement Plan – Progress Update  
11 October 2022

**OFFICIAL**



**OFFICIAL**

<p>dealing with hate crime experienced by police officers and staff on duty and providing effective support. Data should be collected to identify the volume, nature and extent of hate crime perpetrated against police officers and staff</p>	<p>feedback to inform improvements to existing process and support arrangements.</p> <p>3. Engage with staff associations / YSM sub group to work collaboratively with E&amp;D to create a support package for Police victims of hate crime which includes improving all officers understanding of the impact it may have on their colleagues.</p> <p>4. Present briefing paper on proposal to enhance PS approach and support for officers and staff to EDI &amp; HR SOB.</p>		<p>Strategy and Innovation have carried out research by interviewing victims of hate crime in several pilot divisions. Results will be presented at YSM hate crime sub-group meeting.</p> <p>The broad nature of the recommendation has resulted in it now coming under the joint ownership of People and Development, PPCW and DPU</p>	<p>established structure in place.</p>
<p>R14 Hate Crime Champions and</p>	<p>1. Review, redesign and identify improvements for</p>	<p>01/06/23</p>	<p>Originally this work was scheduled to be complete by 01/09/2022.</p>	<p>Good progress on HCA course and focus was required to create a cadre</p>

SPA Policing Performance  
Hate Crime Improvement Plan – Progress Update  
11 October 2022

**OFFICIAL**

**OFFICIAL**

<p>Hate Crime Advisors - Role Review</p> <p>Police Scotland should review the role, remit, training and deployment of Hate Crime Champions and Hate Advisors</p>	<p>Hate Crime Advisor and Hate Crime Champion Courses.</p> <p>2. Commence roll outs of new Hate Crime Advisor and Hate Crime Champion Courses.</p> <p>3. Collate information on the location and deployment of Hate Crime Advisors and Hate Crime Champions to identify good practice and establish a forum to capture, share and disseminate learning.</p>		<p>The HCA course was completely re-written following feedback from previous HCA's and research ensuring the course was fit for purpose. This also included benchmarking with other UK forces and consultation with NISAG on the new course aims/objectives.</p> <p>A HCA role profile has been created and participants are assessed as part of the new course.</p> <p>Hate Crime Advisor Aide Memoire issued to all Local Commanders and Heads of Department advertising the specialism as well as created a flowchart of how to request a HCA.</p> <p>As of July 2022, 58 officers have been trained as Hate Crime Advisors with operational deployments to 16 separate</p>	<p>for Op Urram and events. Further training of HCA being prioritised over HCC at this stage.</p> <p>HCC course still to be revamped and rolled out, expect the target dates will not be met due to the capacity of the department to roll out the training.</p>
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			<p>events</p> <p>Hate Crime Champions course is still running but the revision of the course has been put on hold owing to a staffing levels</p>	
<p>R15 Cyber Crime Investigations - Hate Crime and Diversity Considerations</p> <p>Police Scotland should ensure that knowledge of hate crime and diversity is included in its consideration of the necessary skill set for planned cybercrime investigators</p>	<p>1. Engage with Cyber Strategy Implementation Programme to identify skill/training requirements in respect of Hate Crime for Cyber Crime Investigators.</p> <p>2. Develop role profiles and training interventions for Cyber Crime Investigators.</p> <p>3. Review the impact of interventions post implementation of the cybercrime investigator role and report on the</p>	01/06/23	<p>Originally this work was scheduled to be complete by 01/09/2022.</p> <p>Cyber Crime have developed a first responder's guide for investigators which is being reviewed by PPCW E&amp;D to determine how it should interface with existing hate crime guidance. Worked examples and scenarios are being developed</p> <p>A First Responders Guide (FRG) is now available on the intranet and provides several links to investigative opportunities for Cyber enabled/dependant crime.</p>	<p>A work stream to upskill staff in being able to identify and investigate cyber enabled / dependant crimes and a new Cyber App is presently being developed</p>

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	effectiveness of these interventions.			
<b>PART B – RECOMMENDATIONS AND ACTIONS WHICH HAVE A DEPENDENCY ON THE NATIONAL COS CRIME ROLL-OUT AND ASSOCIATED IMPLICATIONS FOR TRAINING</b>				
R08 Hate Crime National Document Review  Police Scotland should review hate crime national documents to ensure there is clear accessible guidance for officers and staff responding to and recording hate crime	<p>1. Review hate crime specific guidance through evaluation and feedback of its application and effectiveness operationally.</p> <p>2. Review hate crime documentation in relation to other relevant guidance, SOPS and legislation.</p>	01/08/23	<p>Originally this work was scheduled to be complete by 01/12/2022.</p> <p>The document review will be an ongoing process as different parts of the improvement plan develop</p>	The document suite should be continuously updated but the reality is that most updates will require to be reviewed after COS roll-out. Therefore the target dates needs to be aligned with COS.
R10 IT Systems Data Review - Hate	1. Review the policy for how hate crimes and incidents will be	01/08/23	Originally this work was scheduled to be complete by 01/12/2022.	The proposed new operating model will need to be further developed

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<p>Crime Knowledge and Trends</p> <p>Police Scotland should review its use of the data held on IT systems to build knowledge and understanding of trends in hate crime and the impact on affected communities</p>	<p>recorded following the rollout of the national crime recording system. In particular the role of iVPD and any impact for sharing data with partners.</p> <p>(Realigned to R02 from R10 owing to COS dependency)</p> <p>2. Design and implement new hate crime operating model (new action)</p> <p>3. Engage with DEPP in relation to the expectations and processes for Intelligence Logs within the national rollout of COS. Update hate crime guidance documents where necessary (Realigned to R10</p>		<p>A SLWG has met to develop a position on a potential new Hate Crime Operating Model.</p> <p>This aims to utilise the new National Crime System as the single source for all hate crime data. There are various options and complexities associated with information management, the role of iVPD and legacy data.</p> <p>These have been explored within the SLWG, Hate Crime Tactical Group and Risk and Harm Data Owners group.</p> <p>A potential project assessment for a dedicated project team to examine these changes has been approved and an interim business case is presently being developed.</p> <p>Separately, the hate crime dashboard has been developed</p>	<p>with the risks, opportunities and options developed in further detail.</p> <p>The business case will be developed to establish a project team to takes this task on alongside training and data collection considerations associated with the new Hate Crime and Public Order (Scotland) Act.</p>
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	<p>from R09 owing to COS dependency)</p> <p>4. Review HC dashboard to identify additional functionality that will emerge from the national COS rollout.</p> <p>5. Engage with local partnerships to develop proactive processes and targeted interventions for single and repeat victims.</p>		<p>with the functionality to include repeat victims to be identified at divisional level. This affords intervention opportunities.</p>	
<p>R12 Hate Crime Training Review</p> <p>Police Scotland should review</p>	<p>1. Complete strategic review of all training courses to establish if hate crime should be included.</p>	<p>01/08/23</p>	<p>Originally this work was scheduled to be complete by 01/02/2023.</p> <p>LTD currently reviewing previous review of ops training</p>	<p>Wider training requirements will be influenced by implementation of Hate Crime and Public Order (Scotland) Act and COS</p>

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<p>and revise hate crime training at all levels as a matter of urgency</p>	<p>2. As part of our Training Strategy develop a communication plan and training needs analysis for Hate Crime training products supported by key stakeholders including but not limited to PPCW, CJSD and Legal Services to reduce silo working and develop a cohesive approach for the development and delivery of Hate Crime training.</p> <p>3. Consider how we will embed organisational learning into training products to ensure they are future proofed, and consider how we will capture</p>		<p>and associated implementation plan.</p>	<p>roll-out.</p> <p>The business case will be developed to establish a project team and training options will be incorporated into same.</p>
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	<p>this.</p> <p>4. Develop implementation plan for the identified improvements, taking account the impact of the national COS rollout training and processes and also implication arising from the implementation of the Hate Crime Bill.</p>			
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