



Meeting	SPA Resources Committee
Date	17 June 2025
Location	Video Conferencing
Title of Paper	Transformation and Oversight of Benefits
Presented By	Deputy Chief Constable Bex Smith, DCC Transformation & Breeda McCaffery, Director of Transformation
Recommendation to Members	For Discussion
Appendix Attached	Appendix 1 - Benefits Transformation Update Q4 2024 2025 Appendix 2 – Transformation High Level Plan

PURPOSE

The purpose of this paper is to provide an update to the SPA Resources Committee on the development of the Transformation Plan and associated work including benefits realisation being progressed to deliver Vision 2030.

1 BACKGROUND

- 1.1 In September 2024, the Chief Constable presented her Vision 2030 to the SPA Board along with a 3-year Business plan, containing commitments to be delivered from 2024 to 2027 as the first three-year period of evolution of Police Scotland towards the vision.
- 1.2 The Vision 2030 provided high level outcome pillars of Safer Communities, Less Crime, Supported Victims and a Thriving Workforce. The 3-year Business Plan commitments ranged from community policing development, criminal justice improvement, cultural improvement, to estates and workforce modernisation, technology, digital and data programmes of change.
- 1.3 It was recognised that the existing transformation portfolio, whilst consisting of significant programmes of change, did not include all transformational change activity nor oversee, report or support them. Therefore, the Change function and wider enabling functions needed to reassess and pivot their activity to ensure they fully supported the delivery of these commitments and transformational change activities.
- 1.4 In support of this requirement, Police Scotland commissioned Deloitte to carry out a change review entitled, 'Assessment of Police Scotland's current readiness and capability to successfully deliver transformation'. The review identified areas for improvement in thematic areas of:
 - Leadership and Vision
 - Delivery Capability and Resourcing
 - Governance

And recommendations summarised as:

- Strategic alignment
 - Capability redesign
 - Streamlined governance
- 1.5 In spring 2025, Police Scotland realigned portfolios at Deputy Chief Constable level creating a DCC Transformation role to provide strategic leadership across all aspects of transformation in the organisation. Additionally, a Director Transformation was appointed to reinforce the strategic leadership in transformation and ensure delivery required against Vision 2030. Concurrently, the change function began redefining the transformation portfolio.

2 CURRENT STATUS

- 2.1 To deliver the changes of approach and improvements in the change function requires a whole system approach and has been branded 'Transforming Change'. The improvements are interdependent and summarised in the following model with additional detail and deliverables provided below:



- 2.2 **Vision** – making sure everything we do aligns to the Police Scotland Vision & prioritising those that deliver most value.

- Development of a new roadmap incorporating all change across Police Scotland, not just change managed activity.
- Identification and mapping of how each initiative delivers on the vision pillars of Safer Communities, Less Crime, Supported Victims and Thriving Workforce.
- Prioritisation approach outlining effort and evaluating impact against each vision pillar.

- 2.3 **People** – managing our resources and developing our people in partnership with enabling teams and police officers.

- Shift from a prevalence of temporary contracts and short-term renewals to a more permanent, reliable, and delivery-focused resource model.
- Transition from a centralised change function managing all resource requests to departments managing their own requests, with central oversight.

- Move from standardised resourcing approaches to customised, journey-based resourcing tailored to each project or programme.
- Build change capability within the function.

2.4 **Structure** – a fit for purpose integrated structure with increased change management expertise.

- With a focus on supporting change capability and simplification, a consultation process is underway to review the existing structure of the change function.
- Future structure that is flexible and works collaboratively, with the right mix of officers and staff.

2.5 **Process** – proportionate governance and delivery processes designed to drive change forward.

- Introduction of a 'front door' work reception group and process ensuring all initiatives in Police Scotland are prioritised in a standardised way.
- Support for business-led change initiatives with proportionate governance arrangements.
- Transformation resource allocation based on priorities and needs.

2.6 **Benefits** – achieving and managing our benefits and recognising all benefits that support the people of Scotland.

- A refreshed benefits realisation process aligned to delivery of Vision 2030 to ensure measurable value for change activity.
- Proportionate quantitative and qualitative evaluation of benefits including the use of case studies to illustrate benefit journeys across change initiatives.
- Alignment to 'front door' work reception with a direct link to benefits evaluation and review and a further link to Front Line Policing to ensure capacity savings are realised.

2.7 **Culture**

All work streams above will be developed through cultural principles (our way of working within the Transformation Team) of:

- Making everything simple and accessible
- Working collaboratively
- Removing barriers and blockers
- Being positive and supportive
- Connecting the dots

3 FINANCIAL IMPLICATIONS

- 3.1. The financial assumption of 'Transforming Change' is to operate within existing budget constraints.

4 PERSONNEL IMPLICATIONS

- 4.1. Early engagement has taken place with JNCC and formal consultative processes will be engaged with JNCC as required for any change in police staff roles.

5 LEGAL IMPLICATIONS

- 5.1. There are no legal implications in this report.

6 REPUTATIONAL IMPLICATIONS

- 6.1. There are no reputational implications in this report.

7 SOCIAL IMPLICATIONS

- 7.1. There are no social implications in this report.

8 COMMUNITY IMPACT

- 8.1. There are no community implications in this report.

9 EQUALITIES IMPLICATIONS

- 9.1. An EQHRIA has been developed and will be maintained and updated as part of the JNCC consultation process.

10 ENVIRONMENT IMPLICATIONS

- 10.1. There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to review this paper on the development of the Transformation Plan and associated work including benefits realisation being progressed to deliver Vision 2030.

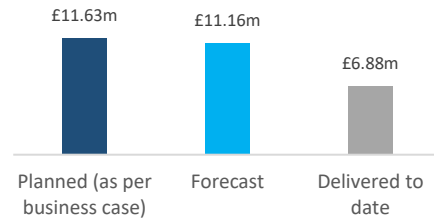


CHANGE – QUARTERLY BENEFITS UPDATE

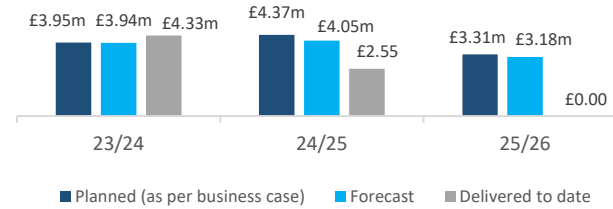
17th June 2025

EXECUTIVE SUMMARY

Cashable Benefits



Annual Cashable Benefits

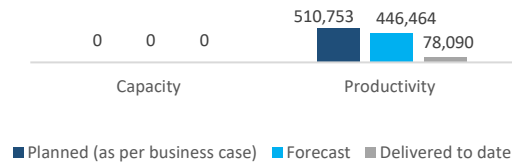


➡ Cashable Planned efficiencies have remained static at £11.63m

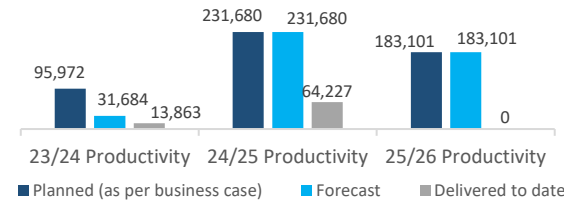
⬆ Cashable Forecast efficiencies have increased from £10.96m to £11.16m due to an increase on the Office 365 benefits forecast of £205,373.00

⬆ Cashable Actual efficiencies have increased from £3.78m to £6.88m as savings of £2.49m were validated for NatNet, £52,435 for e-Recruitment and £549,937 for UCCP.

Non Cashable Officer Efficiencies (Hours)



Annual Non Cashable Officer Efficiencies (Hours)

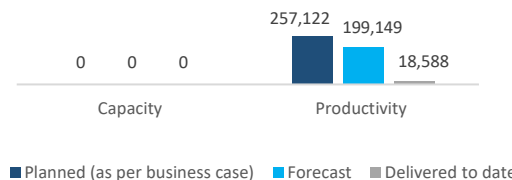


➡ Officer Hours Planned efficiencies have remained static at £511k hours.

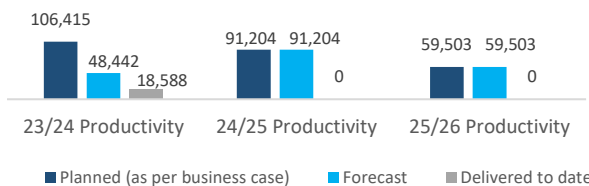
➡ Officer Hours Forecast efficiencies have remained static at £446k hours.
(Note: 1,385 hours for Body Worn Video moved from 24/25 to 25/26 for both Planned and Forecast.)

⬆ Officer Hours Actual efficiencies delivered have increased from 13,863h to 64,227h due to 644 hours realised for Digital Forensic Triage Vans and 63,583 hours realised for CERP.

Non Cashable Staff Efficiencies (Hours)



Annual Non Cashable Staff Efficiencies (Hours)



➡ Staff Hours Planned efficiencies have remained static at 257k hours.

➡ Staff Hours Forecast efficiencies have remained static at 199k hours.

➡ Staff Hours efficiencies delivered have remained static at 18,588 hours.

TRANSFORMATION BENEFITS – PROGRESS UPDATE

7

Strategic Priority (Capability)

- ✓ NatNet – A fully compliant network, including the configuration and continuous management of a Public Service Network. Enhanced regime compliance and Commodity Assurance Services (Telecommunications) standards.
- ✓ NatNet - Police Scotland new Wide Area Network (WAN) being supplied by BT, able to implement Quality of Service (QOS) improving the quality of data transmission applying modern networking capabilities.
- ✓ UCCP - 107 (34%) sites are now live on the UCCP telephony platform.
- ✓ UCCP - Webex mobile has been deployed to the Police Executive and C Division. The Data Migration for Gartcosh has been completed.
- ✓ UCCP – Training environment has completed 160 test script which were successful.
- ✓ Vans - An unexpected outcome is that the vans can be used as a secure space for the enquiry team to discuss in privacy.
- ✓ CERP - There will be improved quality of contact handling by C3 using the Thrive assessments.

6

Delivering Efficiency

- ✓ NatNet - £11.542m cashable savings to date from the elimination of previous contracts, of which £2.49m delivered this quarter for FY 24/25).
- ✓ Vans - Officers can access secure and private facilities containing suitable space to work in and enable the expedited initial examination of digital devices at the earliest opportunity.
- ✓ CERP - Resolution at first point of contact with a Crime Reference being allocated by C3 call handler, no requirement for further attendance or investigation.
- ✓ COS Crime - the delivery of National Crime has provided one single national system, with one single data set, and several qualitative and quantitative benefits.
- ✓ COS Case - the National Case system has replaced 8 different versions of 4 different case reporting systems across our 13 local policing divisions.
- ✓ COS Warrants - Prior to the delivery of National Warrants system, the organisation was utilising 8 different versions of 5 different warrant management systems across 13 local policing divisions.

0

Strategic Threat & Resolution

- ✓ Nothing to report this quarter.

0

Legal/Regulatory

- ✓ Nothing to report this quarter.

0

Org Risk Reduction

- ✓ Nothing to report this quarter.

2

Wellbeing

- ✓ Vans - The introduction of the vans has enhanced the safety and wellbeing of those undertaking the examinations by removing the need to work in whatever space can be utilised within a suspect's house.
- ✓ CERP - There will be the ability to refer via the NHS24 Mental Health Pathway to Mental Health Practitioners and therefore resulting in quicker outcomes.

NATIONAL NETWORK PROJECT – BENEFIT DELIVERY UPDATE



2

Strategic Priority
(Capability)

0

Strategic Threat &
Resolution

0

Legal/Regulatory

1

Delivering Efficiency

0

Org Risk Reduction

0

Wellbeing

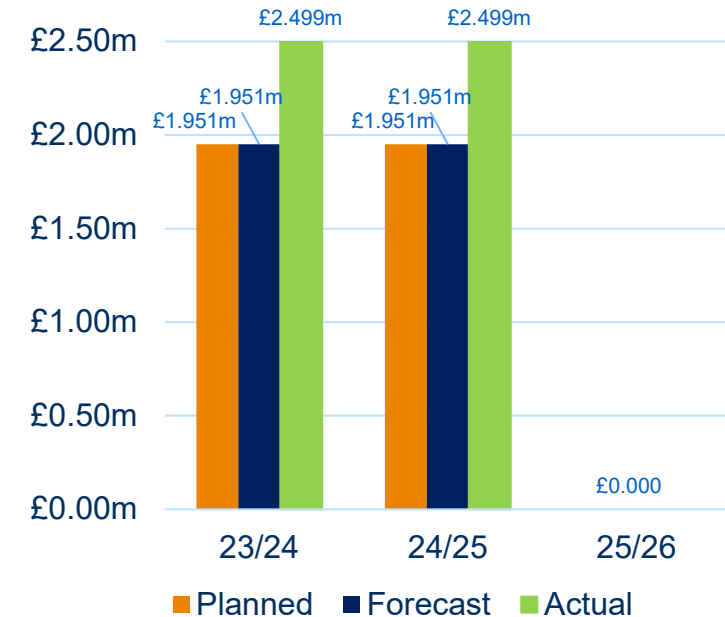
Objective

Replacement of the National Integrated Communications Control Systems (ICCS) system which is critical component of the C3 telephone response to requests for assistance by members of the public. The solution will allow controllers full visibility of available resources across all boundaries. Provision of a single digital, modern ICCS platform enabling the mandatory introduction of the Emergency Services Network (ESN) being implemented by the Home Office.

Key Outcomes

- ✓ £11.542m cashable savings to date from the elimination of previous contracts, of which £2.49m delivered this quarter for FY 24/25).
- ✓ A fully compliant network, including the configuration and continuous management of a Public Service Network – Protected solution with enhanced regime compliance and Commodity Assurance Services (Telecommunications) standards.
- ✓ Police Scotland new Wide Area Network (WAN) being supplied by BT, able to implement Quality of Service (QOS) whereby traffic can be tagged and prioritised, improving the quality of data transmission applying modern networking capabilities.

Cashable Savings (£)



UCCP PROJECT – BENEFIT DELIVERY UPDATE



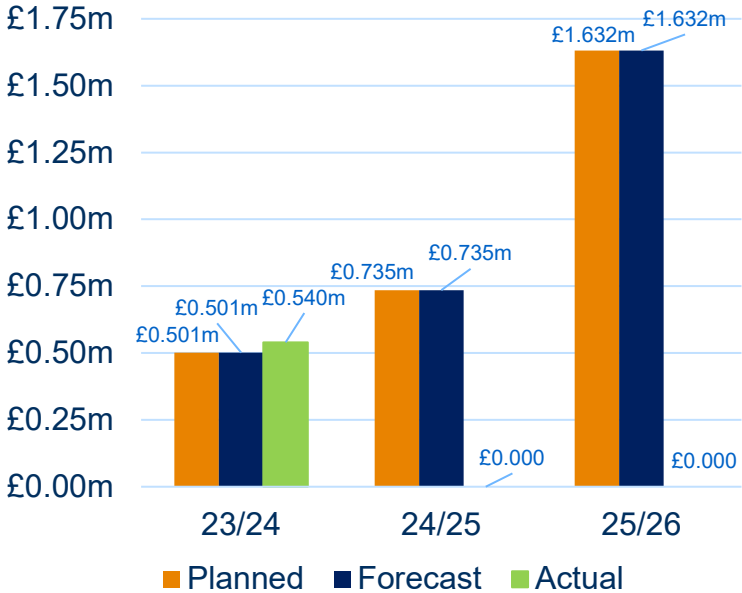
Objective

Replacement of existing telephony platforms, including those supporting the 999 and 101 Police Scotland Service Centres.

Key Outcomes

- ✓ 107 (34%) sites are now live on the UCCP telephony platform.
- ✓ Webex mobile has been deployed to the Police Executive and C Division. The Data Migration for Gartcosh has been completed.
- ✓ Training environment has completed 160 test script which were mostly successful.

Cashable Savings (£)



DIGITAL FORENSIC TRIAGE VANS PROJECT

– BENEFIT DELIVERY UPDATE



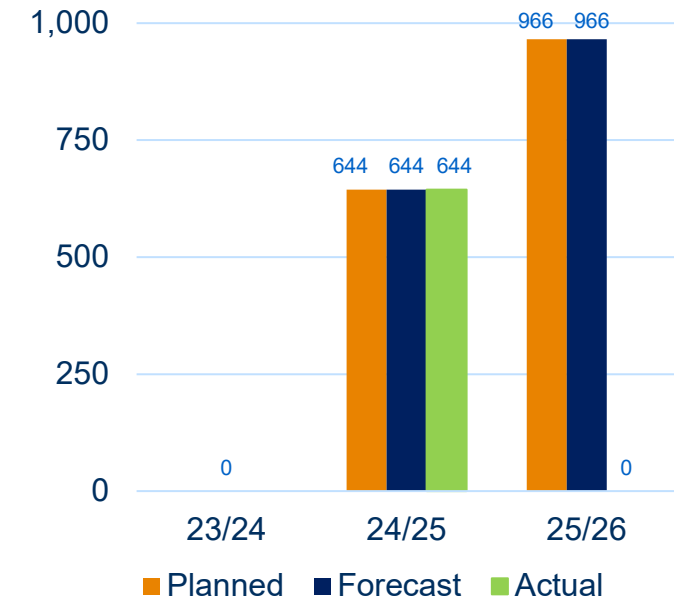
Objective

The introduction of an additional four Digital Forensic Triage Vans (DFTV) as part of the Digital Forensics Re-Design Project. The purpose of the DF Re-Design Project is to enable Police Scotland's Digital Forensics Unit to be suitably scaled and equipped to proactively manage future demand while considering transformational change under five key themes namely, Estates, People, Welfare, Technology and Processes. The expansion of DFTV underpins the much-needed facilities to enable expedited initial examination of digital devices at the earliest opportunity, minimising disruption to victims and suspects, maximising safeguarding opportunities, and enhancing the safety and wellbeing of those undertaking the examinations.

Key Outcomes

- ✓ Officers can access secure and private facilities containing suitable space to work in and enable the expedited initial examination of digital devices at the earliest opportunity.
- ✓ The introduction of the vans has enhanced the safety and wellbeing of those undertaking the examinations by removing the need to work in whatever space can be utilised within a suspect's house.
- ✓ An unexpected outcome is that the vans can be used as a secure space for the enquiry team to discuss in privacy.

Officer Efficiencies (Hours)



OFFICIAL

CONTACT, ENGAGEMENT & RESOLUTION PROJECT – BENEFIT DELIVERY UPDATE



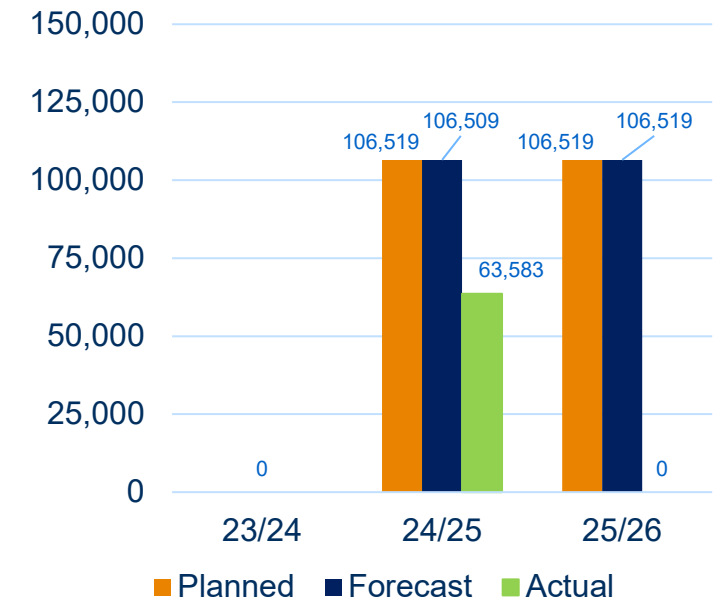
Objective

CERP will improve standards of service through Police Scotland's response to vulnerability, risk and public need at the earliest opportunity; maximising opportunities for remote engagement and resolution; reducing local policing demand and directing appropriate incidents to the right agency through pathway referrals and enhanced collaborative working. CERP comprises three core work streams, namely: 1. Enhanced Direct Crime Recording 2. Victim Centred First Contact. 3. Training and Pathways.

Key Outcomes

- ✓ There will be improved quality of contact handling by C3 using the Thrive assessments.
- ✓ Resolution at first point of contact with a Crime Reference being allocated by C3 call handler, no requirement for further attendance or investigation.
- ✓ There will be the ability to refer via the NHS24 Mental Health Pathway to Mental Health Practitioners and therefore resulting in quicker outcomes.

Officer Efficiencies (Hours)



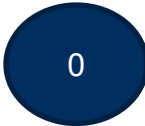
COS PHASE 2 PROGRAMME – BENEFIT DELIVERY UPDATE



Strategic Priority
(Capability)



Strategic Threat &
Resolution



Legal/Regulatory



Delivering Efficiency



Org Risk Reduction



Wellbeing

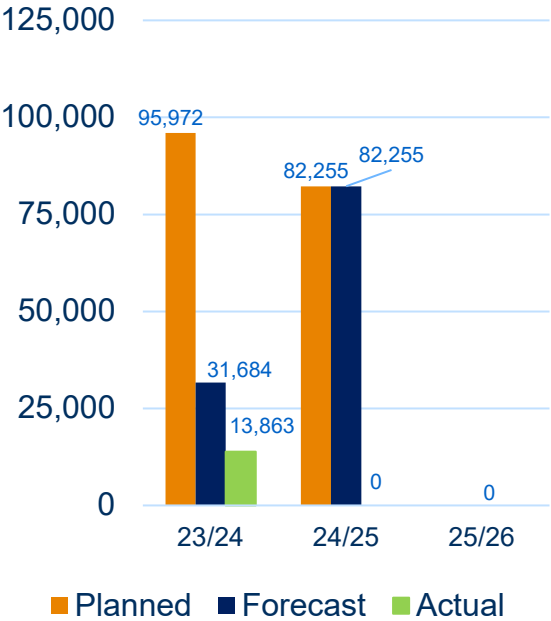
Objective

The delivery of COS Phase II National Applications continues to contribute to the Digitally Enabled Policing Programmes aim of transformational change through technology, following on from the successful delivery of COS Phase I & Mobile Working. The new COS phase II modules and delivery of Insight Search not only enhance the previously delivered technology but provides a solid foundation for future change and transformation.

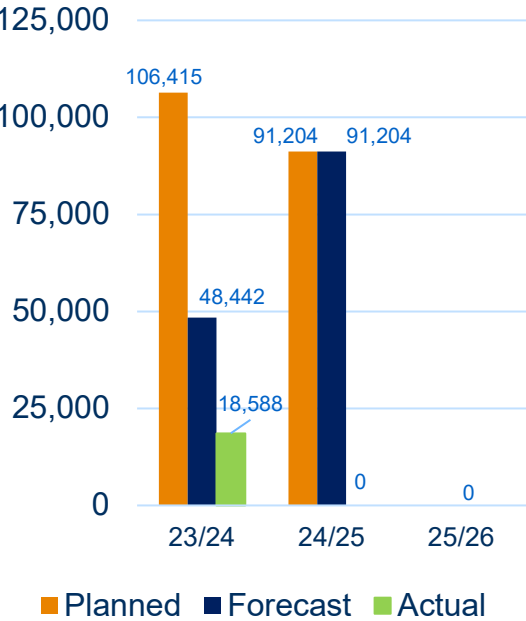
Key Outcomes

- ✓ COS Crime - Prior to the delivery of National Crime, the organisation was utilising 15 different versions of 5 different crime recording systems across our 13 local policing divisions. the delivery of National Crime has provided one single national system, with one single data set, and several qualitative and quantitative benefits.
- ✓ COS Case - Designed and built by Police Scotland Developers, the National Case system has replaced 8 different versions of 4 different case reporting systems across our 13 local policing divisions, aligning processes for Case Reporting, Sudden Death reporting, Statement Creation & Submission, and the management of Citations & Countermands.
- ✓ COS Warrants - Prior to the delivery of National Warrants system, the organisation was utilising 8 different versions of 5 different warrant management systems across 13 local policing divisions.

Officer Efficiencies (Hours)



Staff Efficiencies (Hours)

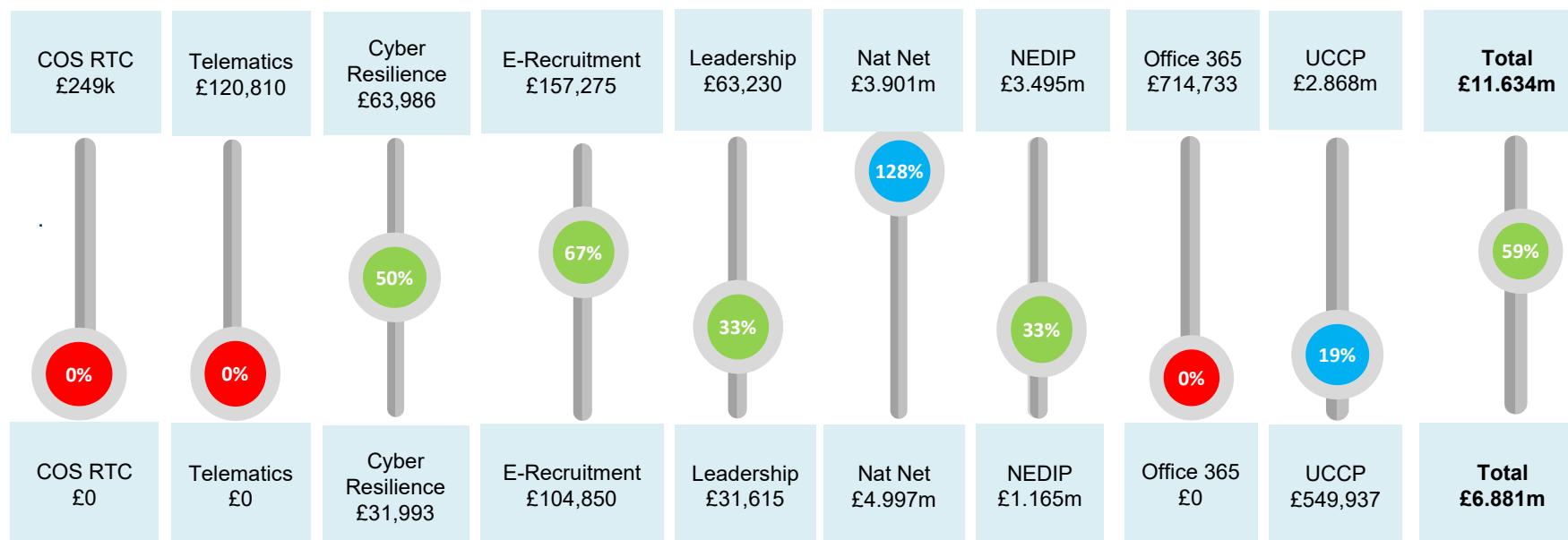




BENEFITS TO DATE - BASELINE

CASHABLE BENEFITS – ACTUALS DELIVERED TO DATE (2023/24-2025/26)

PLANNED BENEFITS AS PER BUSINESS CASE



ACTUALS DELIVERED TO DATE

Actuals to date: In Q4, the Actual Cashable values have **increased by £3.1m** due to validated savings for the **E-recruitment, NatNet** and **UCCP** projects.

The RAGs for Telematics and COS RTC are showing as Red as the outstanding benefits have not been delivered and Change Request are expected to rebaseline these values. Office 365 benefits are behind schedule and a CR is in progress to reflect a delay in the delivery timeline.

To show the % of benefit each project has delivered and these have been given the following BRAG status:

- Blue
- Red
- Amber
- Green

Ahead of schedule/Exceeded
Not achieved/Delayed/ CR expected
Behind schedule/still forecast for delivery
On schedule

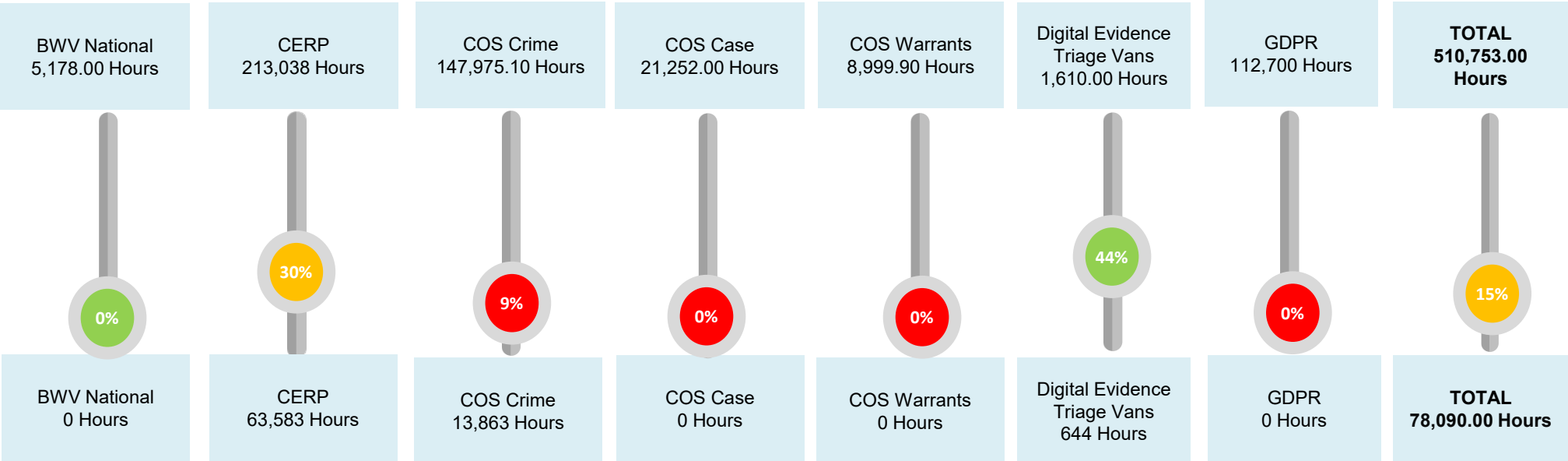
OFFICIAL

OFFICER TIME EFFICIENCIES – ACTUALS DELIVERED TO DATE

(2023/24-2025/26)



PLANNED BENEFITS AS PER BUSINESS CASE



ACTUALS DELIVERED TO DATE

Actuals to date: In Q4, the **Actual Officer Efficiencies** have **increased by 64,277 Hours** due to validated savings for **Digital Forensic Triage Vans** and **CERP** projects.

Planned figures for 2023/24 for GDPR, COS Crime, COS Case and COS Warrants will be rebaselined in a Change Request due to be presented to board in Q1 2025/26 at which time the validated realised time efficiencies for COS projects will be also be confirmed.

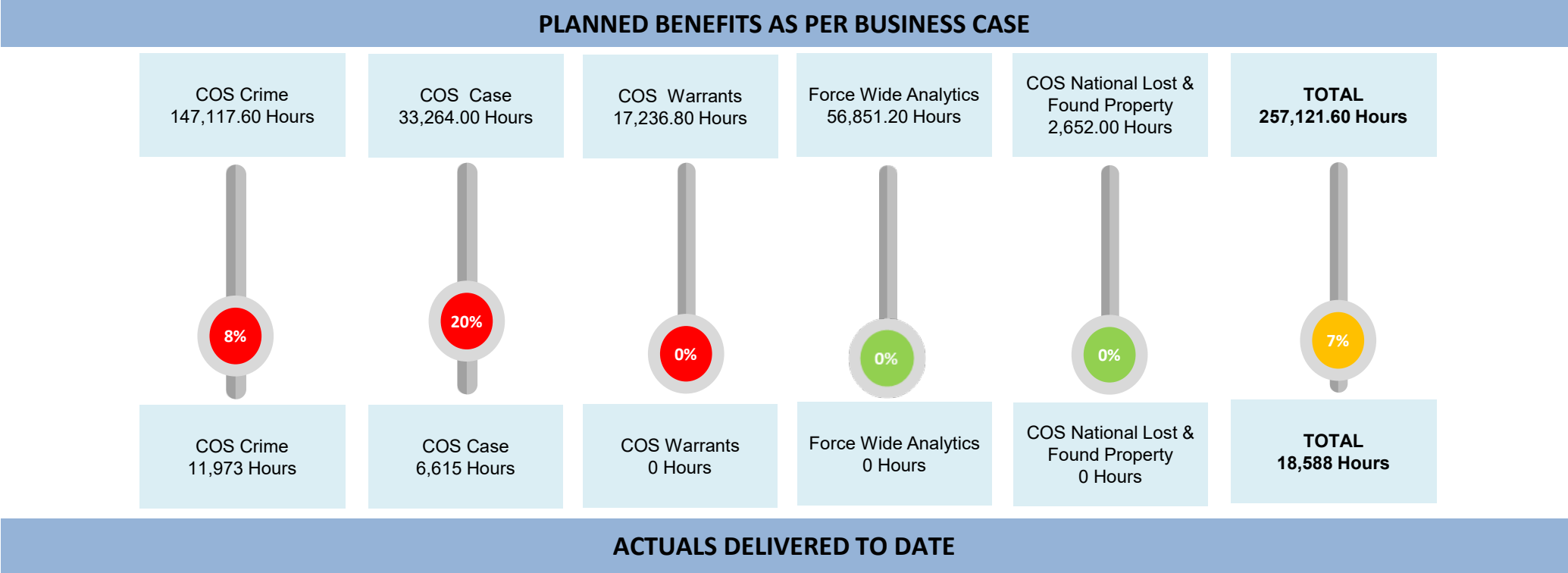
To show the % of benefit each project has delivered and these have been given the following BRAG status:

- Blue: Ahead of schedule/Exceeded
- Red: Not achieved/Delayed/ CR expected
- Amber: Behind schedule/still forecast for delivery
- Green: On schedule

OFFICIAL

STAFF TIME EFFICIENCIES – ACTUALS DELIVERED TO DATE

(2023/24-2025/26)



Actuals to date: In Q4, there has been no changes to **Planned or Actual Staff Efficiency** values which remain static at **18,588 Hours**.

Planned figures for 2023/24 for COS Crime, COS Case and COS Warrants will be rebaselined in a Change Request due to be presented to board in Q1 2025/26 at which time the validated realised time efficiencies for these COS projects will be also be confirmed.

To show the % of benefit each project has delivered and these have been given the following BRAG status:

- Blue: Ahead of schedule/Exceeded
- Red: Not achieved/Delayed/ CR expected
- Amber: Behind schedule/still forecast for delivery
- Green: On schedule

OFFICIAL



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA



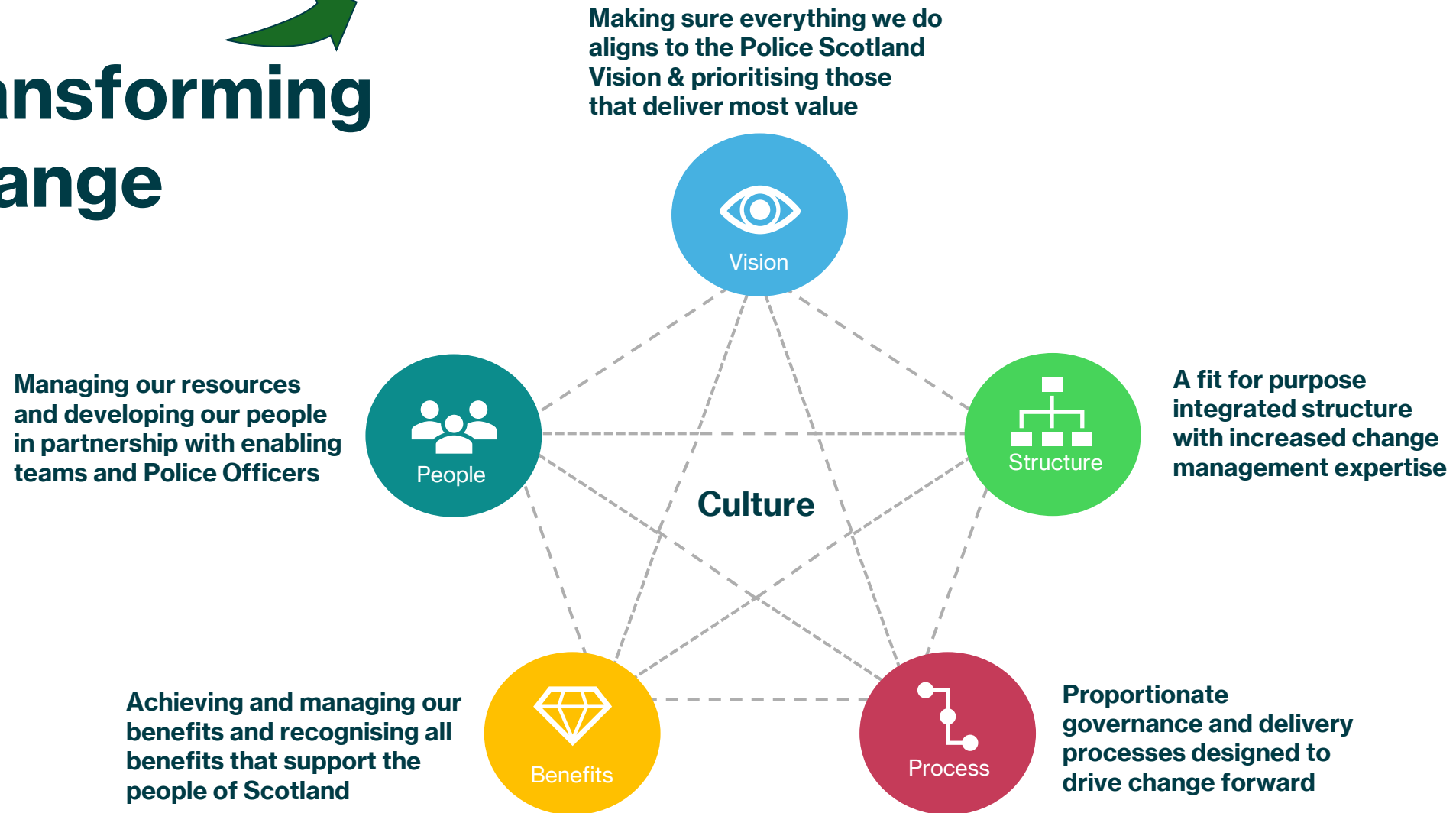
Operation
Evolve

Transforming Change

SPA Resources Committee

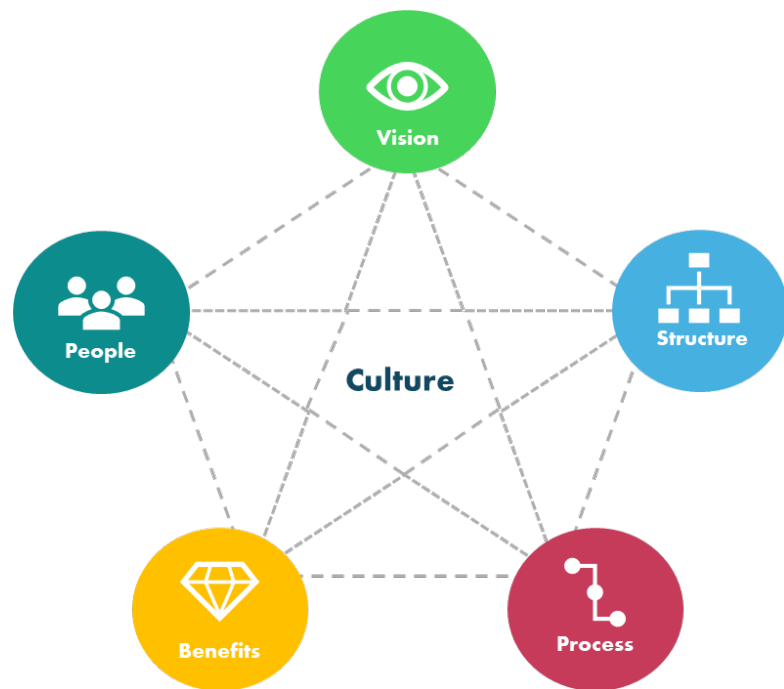
17th June 2025

Transforming Change



Adapted from STAR Model by Galbraith

Transforming Change



Adapted from STAR Model by Galbraith

At our core, we will add value by...



Making everything simple and accessible



Working collaboratively



Removing barriers and blockers



Being positive and supportive



Connecting the dots

Transforming Change



Making sure everything we do aligns to the Police Scotland vision & prioritising those that deliver most



From

No single view of change across Police Scotland



To

A combined portfolio with visibility of all change initiatives happening across the organisation

Change activity ongoing may not be fully aligned to the vision/TOM



All potential change activity is reviewed to ensure it aligns to Vision before it begins

Varied prioritisation methods with no link to vision priorities

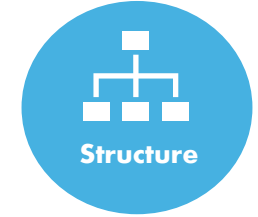


A single prioritisation approach fully aligned to the Vision

Transforming Change



A fit for purpose integrated structure with increased change management expertise



From

To

Separate Staff and Officers reporting structures often without defined roles & responsibilities



An integrated team ensuring best use of skillsets and scarce resource

Siloed working



Less focus on layered hierarchy

Limited change management capabilities and resource

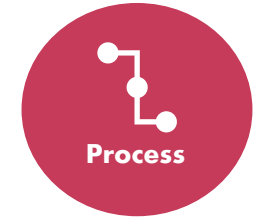


Increased change management resource focussing on the people side of change

Transforming Change

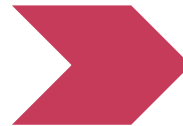


Proportionate governance and delivery processes designed to drive change forward



From

Work reception for all change activity differs dependant on where it originates



Overlapping and extensive governance for all change-led activity and varying governance for all business-led activity



Reporting and templates are extensive and not proportionate with size, scale and complexity



To

A single 'front door' for all change activity in Police Scotland

Governance aligned to size and scale, with pointed and streamlined submissions

Proportionate documentation supported by PPMA (project mgmt. system)

Transforming Change



Managing our resources and developing our people in partnership with enabling teams and Police Officers



From

To

A prevalence of temporary contracts and short-term renewals



More permanent more reliable delivery-focussed resource profile

Change managing all resource requests without view of departmental capacity



Resource requests are managed through individual departments with a central oversight

Standard resourcing for projects/programmes



Tailor-made resource needs based on project journey

Transforming Change



Achieving and managing our benefits and recognising all benefits that support the people of Scotland



From

Benefits do not routinely highlight how they support vision delivery



To

Benefits outline how they support delivery of the Vision

Qualitative benefits are seldom articulated or reported on



Quantitative and qualitative evaluation of benefits including the use of case studies

Standard resourcing for projects/programmes



Alignment to 'Front door' work reception with a direct link to Benefits evaluation and review

Safer Communities

**Core
Operating
Solutions
(COS)**



Less Crime

**Digital
Evidence
Detection
Dogs**



Supported Victims

**Mental
Health
Pathway**



Thriving Workforce

**Digital
Forensic
Vans**



Safer Communities

The procurement and introduction of COS continues to deliver new & enhanced national applications, integrated with each other and available via mobile, increasing efficiency & effectiveness.



Core Operational Solutions

Benefits

Access to national data provides comprehensive crime insight, enabling officers to create a more hostile environment for perpetrators.

Before

- Silo working & record management with limited or no access to organisation wide information, resulted in duplicate information.
- Key operational information could only be accessed via Airwave whilst on patrol.

Now

- Single national data sets have allowed colleagues to access a greater amount of key information quicker, enabling them to understand what issues are affecting their communities.
- Having access to all the relevant information allows for a more visible police presence, whilst enabling opportunities for greater engagement with the public.

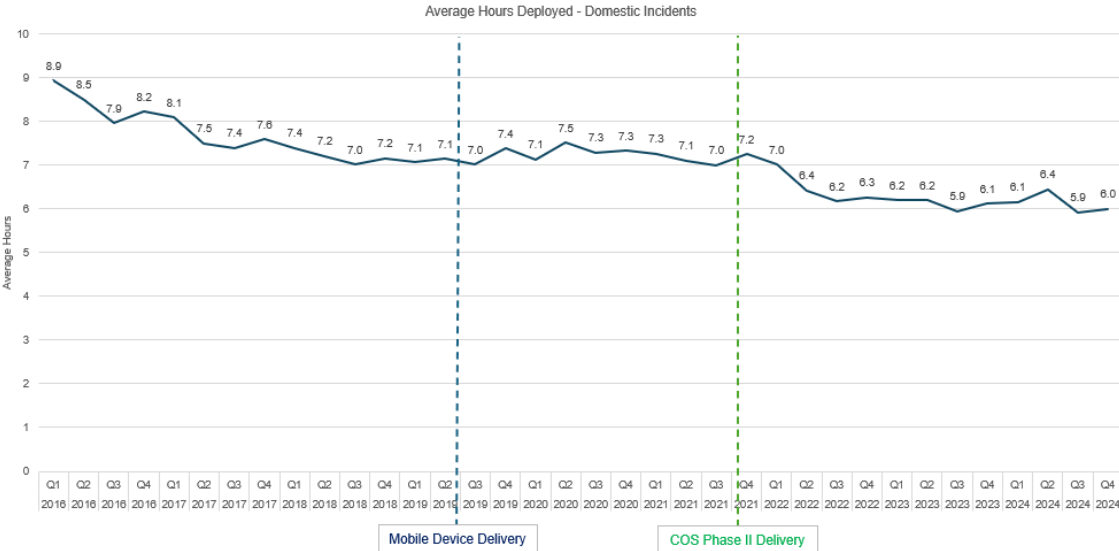
Core Operational Solutions



Safer Communities

Domestic abuse

Average time spent at a domestic incident in 2024 was 6.14 hours, a reduction of 1.01 hours since COS commenced. 12 FTE equates to efficiency savings of **19,356** officer hours per year, allowing officers to spend more time focusing on local policing priorities.



DSEG – National Case

Scottish Government raised a key risk around women with mental health issues being incarcerated, and how this increases their vulnerability.

COPFS asked for an urgent change to the antecedents in National Case, to highlight such vulnerabilities. DSEG were able to produce this in around 2 days due to enhanced integration, flexibility and functionality.

This now assists COPFS in making more informed decisions around safeguarding vulnerable females within the criminal justice system.



National Case

Digital Evidence Detection Dogs

The procurement and introduction of six Digital Evidence Detection Dogs and the addition of three new handler posts within OSD Dog Unit.



Benefits

More evidence has led to the increased apprehension of perpetrators of serious crime.

Before

Prior to implementation vital evidence could be missed during searches.

2024/25

151 deployments across 13 territorial divisions.

484 digital devices recovered.

2025/26

46 deployments across 11 territorial divisions.

28 digital devices recovered.

Devices recovered include:

Covert/disguised USB Devices, tracking devices and covert cameras.

Locations devices recovered include:

Covert/Secreted under a freezer, in a locked cash tin, under bed slats, within items already searched, hidden in sofa.

Types of incidents deployed to include:

Online Child Sexual Abuse & Exploitation, Homicide, Counter Terrorism.

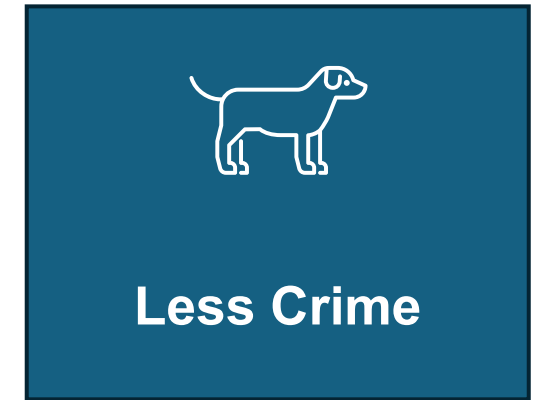
Digital Evidence Detection Dogs

September 2024

Online child abuse team attended an address to execute a NOCAP warrant. The address was searched by officers prior to the arrival of the Digital Evidence Detection dog with a negative result.

The police dog arrived and identified an iPhone, Kindle, tablet and significantly, a trojan USB stick in the shape of a heart pendant.

One male was arrested, court outcome pending.



Supported Victims

The development of the C3 Mental Health Pathway ensures the public are gaining the most appropriate help.



Mental Health Pathway

Benefits

Those in mental health crisis / distress are better supported due to receiving the correct care from the appropriate organisation.

Before

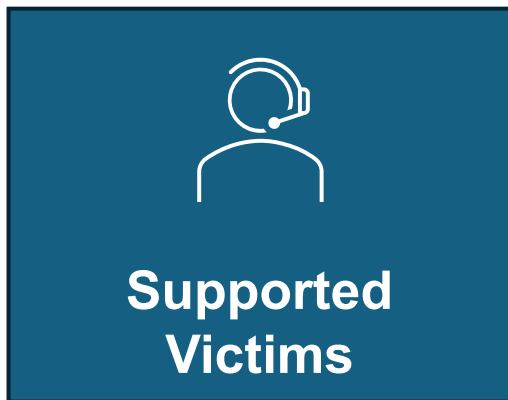
- All mental health incidents reported to police were attended by police officers, who were often not the most appropriate resource to meet the needs of the individual.

2024

- All C3 personnel are now trained in the use of the MHP Guidance Framework. Since inception, over 12,000 people in MH crisis/distress have received support using the Mental Health Pathway.

Following MHP referral, in 2024:

- 45% of individuals referred resulted in a self-care outcome
- 8% resulted in Distress Brief Intervention referral
- 30% resulted in other health outcomes such as contact with a CPN
- 7% resulted in ambulance deployment
- Only 4% were returned to the police for action due to increased risk



Mental Health Pathway

“Male caller contacted police reporting historical neighbour dispute, disclosing suicidal thoughts with current thoughts of harming himself with a knife. Confirmed he had immediate access to a knife within his home, which would only take him seconds to obtain.

Excellent communication carried out by C3 Service Advisor using the MHP Guidance Framework, resulting in male agreeing to safety planning to not access the knife during the referral process.

He engaged fully with NHS 24 once referred, stating he had not harmed himself, but was close to doing so before police and health intervention.

Resulted in a self-care outcome whereby caller was agreeable to manage current thoughts by utilising pre-existing coping strategies.

Agreement to re-contact NHS 24 should further MH support be required. No police deployment required which may have exacerbated the situation and delayed care for the caller.”

The procurement and introduction of four bespoke converted vans for the triage of digital devices 'at-scene' by Digital Forensics analysts to increase staff welfare and efficiency.



Digital Forensic Vans

Benefits

Less disruption on the public and greater capability for staff to assist with complex digital investigations.

“the Cyber Vans have had a significant positive impact on my day to day working environment”

“the van is excellent for working practice and wellbeing”

Before

- Previously, officers would be working in locations which were not fit for purpose leading to more devices being seized taking up valuable time.

2024/25

- Vans delivered to Digital Forensics covering North, East & West regions.
- Digital Forensic vans have assisted in reducing the number of unnecessary digital devices seized for examination at Digital Forensic Laboratories.



**Thriving
Workforce**

Digital Forensic Vans

May 2025

Officers from the Child Abuse Investigation Unit execute a warrant in relation to a suspected online sex offender.

Devices were seized and taken to the digital forensic van for triage and examination.





POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA



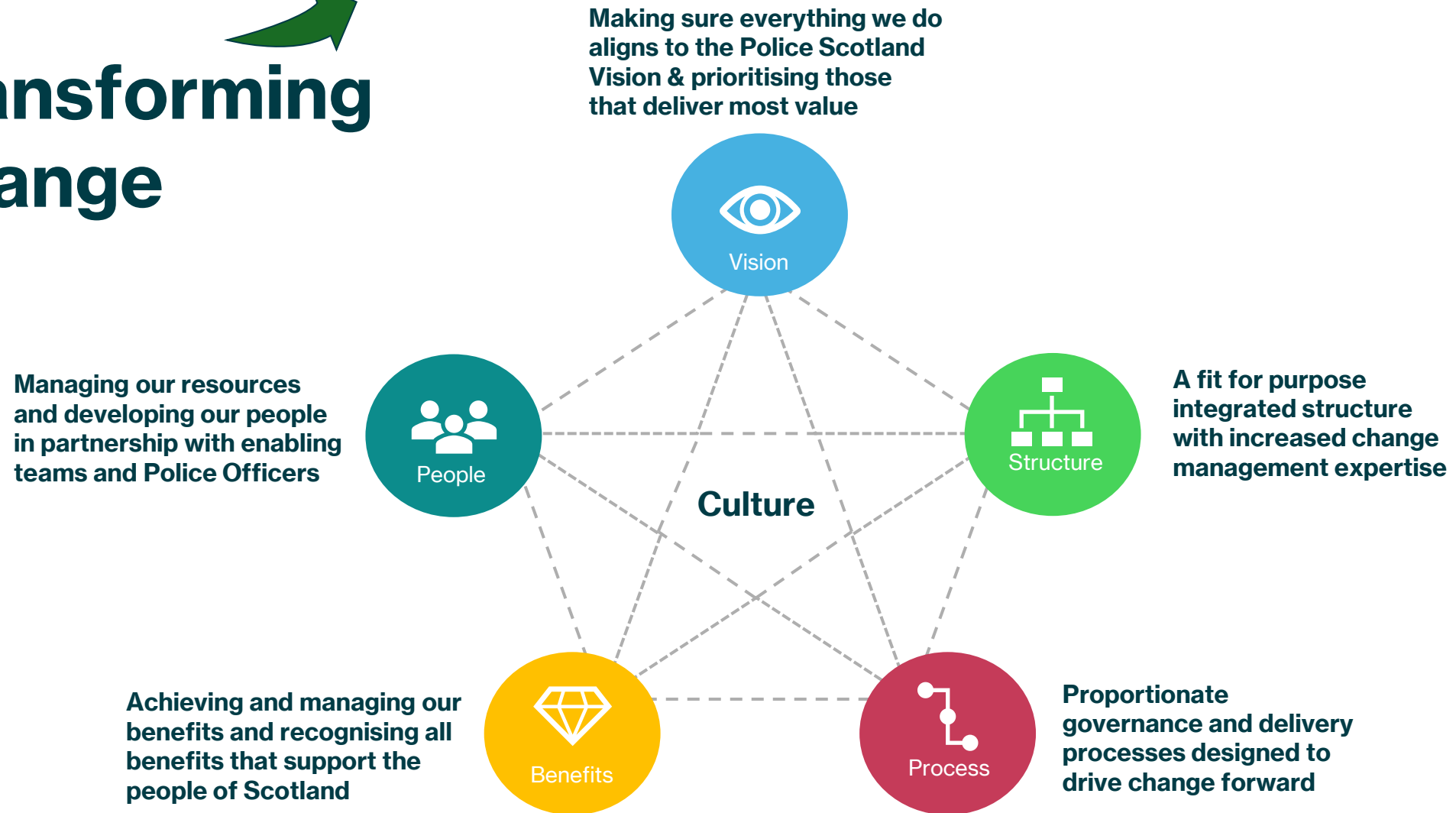
Operation
Evolve

Transforming Change

SPA Resources Committee

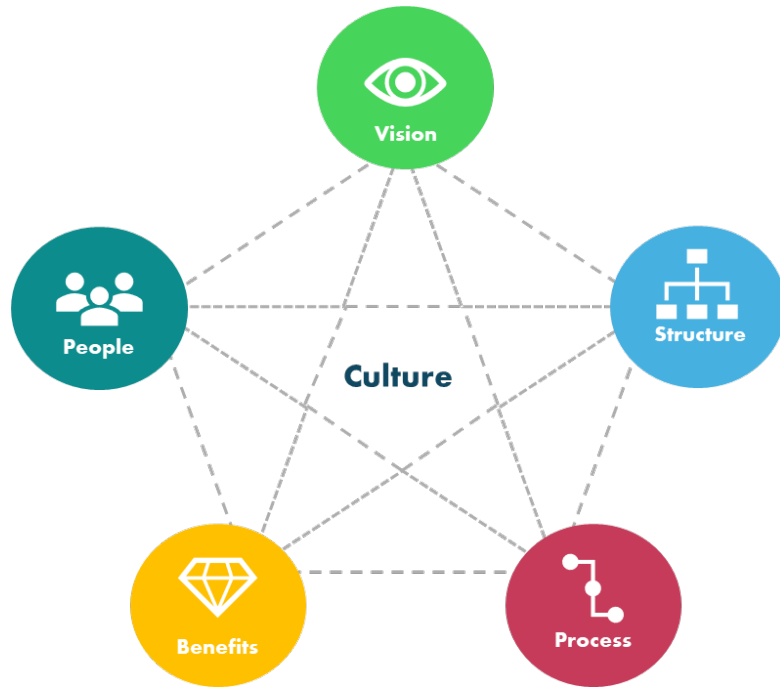
17th June 2025

Transforming Change



Adapted from STAR Model by Galbraith

Transforming Change



Adapted from STAR Model by Galbraith

At our core, we will add value by...



Making everything simple and accessible



Working collaboratively



Removing barriers and blockers



Being positive and supportive



Connecting the dots

Transforming Change



Making sure everything we do aligns to the Police Scotland vision & prioritising those that deliver most



From

No single view of change across Police Scotland



To

A combined portfolio with visibility of all change initiatives happening across the organisation

Change activity ongoing may not be fully aligned to the vision/TOM



All potential change activity is reviewed to ensure it aligns to Vision before it begins

Varied prioritisation methods with no link to vision priorities

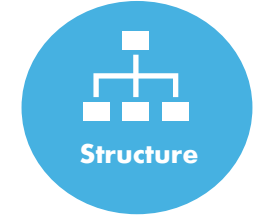


A single prioritisation approach fully aligned to the Vision

Transforming Change



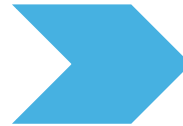
A fit for purpose integrated structure with increased change management expertise



From

To

Separate Staff and Officers reporting structures often without defined roles & responsibilities



An integrated team ensuring best use of skillsets and scarce resource

Siloed working



Less focus on layered hierarchy

Limited change management capabilities and resource

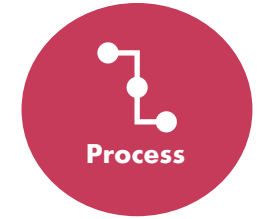


Increased change management resource focussing on the people side of change

Transforming Change



Proportionate governance and delivery processes designed to drive change forward

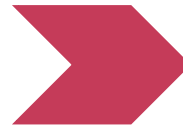


From

Work reception for all change activity differs dependant on where it originates



Overlapping and extensive governance for all change-led activity and varying governance for all business-led activity



Reporting and templates are extensive and not proportionate with size, scale and complexity



To

A single 'front door' for all change activity in Police Scotland

Governance aligned to size and scale, with pointed and streamlined submissions

Proportionate documentation supported by PPMA (project mgmt. system)

Transforming Change



Managing our resources and developing our people in partnership with enabling teams and Police Officers



From

To

A prevalence of temporary contracts and short-term renewals



More permanent more reliable delivery-focussed resource profile

Change managing all resource requests without view of departmental capacity



Resource requests are managed through individual departments with a central oversight

Standard resourcing for projects/programmes



Tailor-made resource needs based on project journey

Transforming Change



Achieving and managing our benefits and recognising all benefits that support the people of Scotland



From

Benefits do not routinely highlight how they support vision delivery



To

Benefits outline how they support delivery of the Vision

Qualitative benefits are seldom articulated or reported on



Quantitative and qualitative evaluation of benefits including the use of case studies

Standard resourcing for projects/programmes



Alignment to 'Front door' work reception with a direct link to Benefits evaluation and review

Safer Communities

**Core
Operating
Solutions
(COS)**



Less Crime

**Digital
Evidence
Detection
Dogs**



Supported Victims

**Mental
Health
Pathway**



Thriving Workforce

**Digital
Forensic
Vans**



Safer Communities

The procurement and introduction of COS continues to deliver new & enhanced national applications, integrated with each other and available via mobile, increasing efficiency & effectiveness.



Core Operational Solutions

Benefits

Access to national data provides comprehensive crime insight, enabling officers to create a more hostile environment for perpetrators.

Before

- Silo working & record management with limited or no access to organisation wide information, resulted in duplicate information.
- Key operational information could only be accessed via Airwave whilst on patrol.

Now

- Single national data sets have allowed colleagues to access a greater amount of key information quicker, enabling them to understand what issues are affecting their communities.
- Having access to all the relevant information allows for a more visible police presence, whilst enabling opportunities for greater engagement with the public.

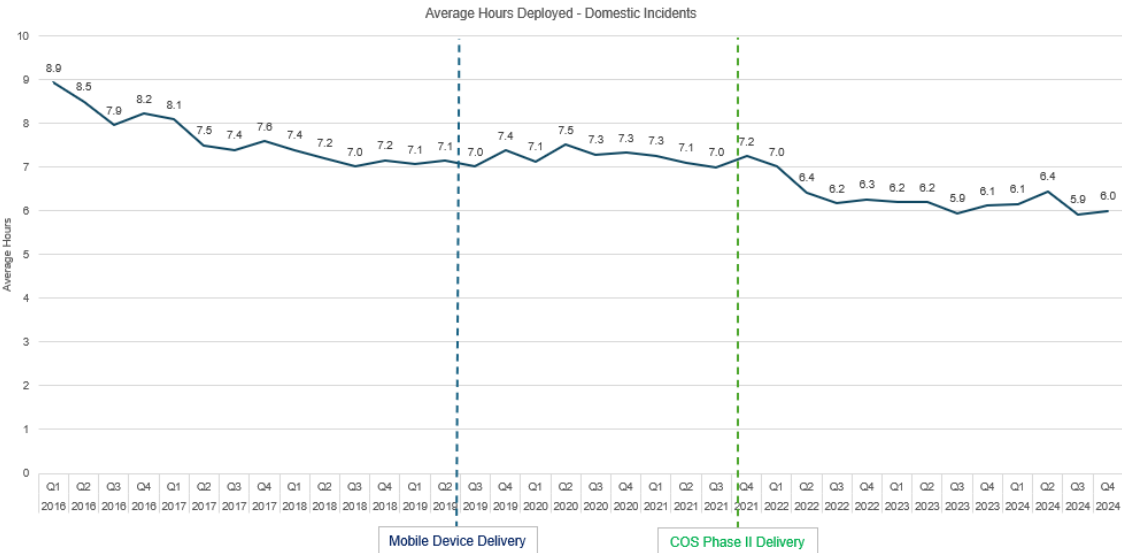
Core Operational Solutions



Safer Communities

Domestic abuse

Average time spent at a domestic incident in 2024 was 6.14 hours, a reduction of 1.01 hours since COS commenced. 12 FTE equates to efficiency savings of **19,356** officer hours per year, allowing officers to spend more time focusing on local policing priorities.



DSEG – National Case

Scottish Government raised a key risk around women with mental health issues being incarcerated, and how this increases their vulnerability.

COPFS asked for an urgent change to the antecedents in National Case, to highlight such vulnerabilities. DSEG were able to produce this in around 2 days due to enhanced integration, flexibility and functionality.

This now assists COPFS in making more informed decisions around safeguarding vulnerable females within the criminal justice system.



National Case

Digital Evidence Detection Dogs

The procurement and introduction of six Digital Evidence Detection Dogs and the addition of three new handler posts within OSD Dog Unit.



Benefits

More evidence has led to the increased apprehension of perpetrators of serious crime.

Before

Prior to implementation vital evidence could be missed during searches.

2024/25

151 deployments across 13 territorial divisions.

484 digital devices recovered.

2025/26

46 deployments across 11 territorial divisions.

28 digital devices recovered.

Devices recovered include:

Covert/disguised USB Devices, tracking devices and covert cameras.

Locations devices recovered include:

Covert/Secreted under a freezer, in a locked cash tin, under bed slats, within items already searched, hidden in sofa.

Types of incidents deployed to include:

Online Child Sexual Abuse & Exploitation, Homicide, Counter Terrorism.

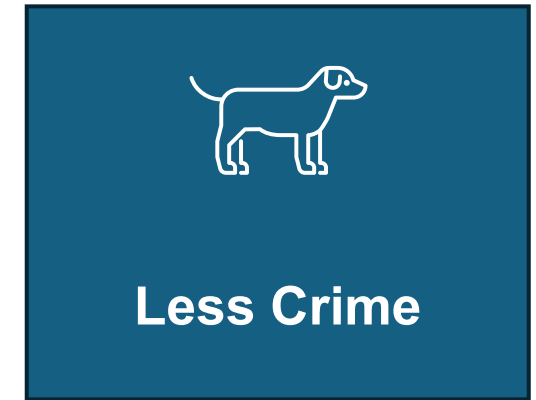
Digital Evidence Detection Dogs

September 2024

Online child abuse team attended an address to execute a NOCAP warrant. The address was searched by officers prior to the arrival of the Digital Evidence Detection dog with a negative result.

The police dog arrived and identified an iPhone, Kindle, tablet and significantly, a trojan USB stick in the shape of a heart pendant.

One male was arrested, court outcome pending.



Supported Victims

The development of the C3 Mental Health Pathway ensures the public are gaining the most appropriate help.



Mental Health Pathway

Benefits

Those in mental health crisis / distress are better supported due to receiving the correct care from the appropriate organisation.

Before

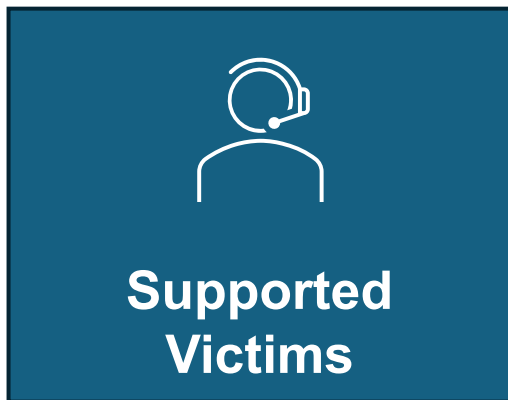
- All mental health incidents reported to police were attended by police officers, who were often not the most appropriate resource to meet the needs of the individual.

2024

- All C3 personnel are now trained in the use of the MHP Guidance Framework. Since inception, over 12,000 people in MH crisis/distress have received support using the Mental Health Pathway.

Following MHP referral, in 2024:

- 45% of individuals referred resulted in a self-care outcome
- 8% resulted in Distress Brief Intervention referral
- 30% resulted in other health outcomes such as contact with a CPN
- 7% resulted in ambulance deployment
- Only 4% were returned to the police for action due to increased risk



Mental Health Pathway

“Male caller contacted police reporting historical neighbour dispute, disclosing suicidal thoughts with current thoughts of harming himself with a knife. Confirmed he had immediate access to a knife within his home, which would only take him seconds to obtain.

Excellent communication carried out by C3 Service Advisor using the MHP Guidance Framework, resulting in male agreeing to safety planning to not access the knife during the referral process.

He engaged fully with NHS 24 once referred, stating he had not harmed himself, but was close to doing so before police and health intervention.

Resulted in a self-care outcome whereby caller was agreeable to manage current thoughts by utilising pre-existing coping strategies.

Agreement to re-contact NHS 24 should further MH support be required. No police deployment required which may have exacerbated the situation and delayed care for the caller.”

The procurement and introduction of four bespoke converted vans for the triage of digital devices 'at-scene' by Digital Forensics analysts to increase staff welfare and efficiency.



Digital Forensic Vans

Benefits

Less disruption on the public and greater capability for staff to assist with complex digital investigations.

“the Cyber Vans have had a significant positive impact on my day to day working environment”

“the van is excellent for working practice and wellbeing”

Before

- Previously, officers would be working in locations which were not fit for purpose leading to more devices being seized taking up valuable time.

2024/25

- Vans delivered to Digital Forensics covering North, East & West regions.
- Digital Forensic vans have assisted in reducing the number of unnecessary digital devices seized for examination at Digital Forensic Laboratories.



**Thriving
Workforce**

Digital Forensic Vans

May 2025

Officers from the Child Abuse Investigation Unit execute a warrant in relation to a suspected online sex offender.

Devices were seized and taken to the digital forensic van for triage and examination.

