

Meeting	SPA Policing Performance Committee
Date	9 December 2021
Location	Video Conference
Title of Paper	Annual Police Plan – Mid Year Progress Report
Presented By	Tom McMahon, Director of Strategy and Analysis
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Annual Police Plan Bi-Annual Progress Report Quarter 2 2021/22

PURPOSE

The purpose of this paper is to present the Annual Police Plan Bi-Annual Progress Report Quarter 2 2021/22.

Members are invited to discuss the content of this paper.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.3 As required by legislation, the SPA hold the Chief Constable to account for delivery against the strategic plan. This is done through scrutiny of Police Scotland's quarterly performance reports.
- 1.4 Police Scotland adopted a refreshed performance framework on 01 April 2021. This is the first Annual Police Plan Bi-Annual Progress Report in support of this framework.

2. FURTHER DETAIL ON THE REPORT TOPIC

Annual Police Plan Bi-Annual Progress Report Overview

- 2.1 The Annual Police Plan sets out what we will do in the coming year to make progress against our five strategic outcomes, each supported by three distinct strategic objectives, as well as addressing our priorities for policing.
- 2.2 The refreshed 2021/22 Performance Framework has been aligned to each of the five strategic outcomes and 15 strategic objectives in the Annual Police Plan.
- 2.3 During the development of the refreshed Performance Framework, it was recognised that in addition to the quarterly performance reports there was a requirement for a report which would provide an update on the 99 activities detailed in the Annual Police Plan.
- 2.4 Police Scotland agreed to produce two distinct but complementary reports as part of the Performance Framework for 2021/22:
 - Annual Police Plan Bi-Annual Progress Report
 - Quarterly Performance Report
- 2.5 The Annual Police Plan Bi-Annual Progress Report provides a specific update on the 58 activities which have milestones assigned during

Quarters 1 & 2. The remaining 41 activities will be reported on later in the reporting year.

- 2.6 The Annual Police Plan Bi-Annual report provides an update on activity aligned against all 15 strategic objectives and provides an insight into the work undertaken by our officers and staff that contributes to progress against Police Scotland's five strategic outcomes.
- 2.7 A full copy of the Annual Police Plan Bi-Annual Progress Report is provided at Appendix A.

3. FINANCIAL IMPLICATIONS

- 3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

- 4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are no legal 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 associated with this report.

9. EQUALITIES IMPLICATIONS

- 9.1 Equality data is provided where appropriate and available.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are invited to discuss the content of this paper.

SERVING A CHANGING SCOTLAND

Annual Police Plan Bi-Annual Progress Report

Quarter 2 2021/22



**POLICE
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Our plan on a page

Context

Activities – summary of progress

Outcome 1

Threats to public safety and wellbeing are resolved by a proactive and responsive service

Outcome 2

The needs of local communities are addressed through effective service delivery

Outcome 3

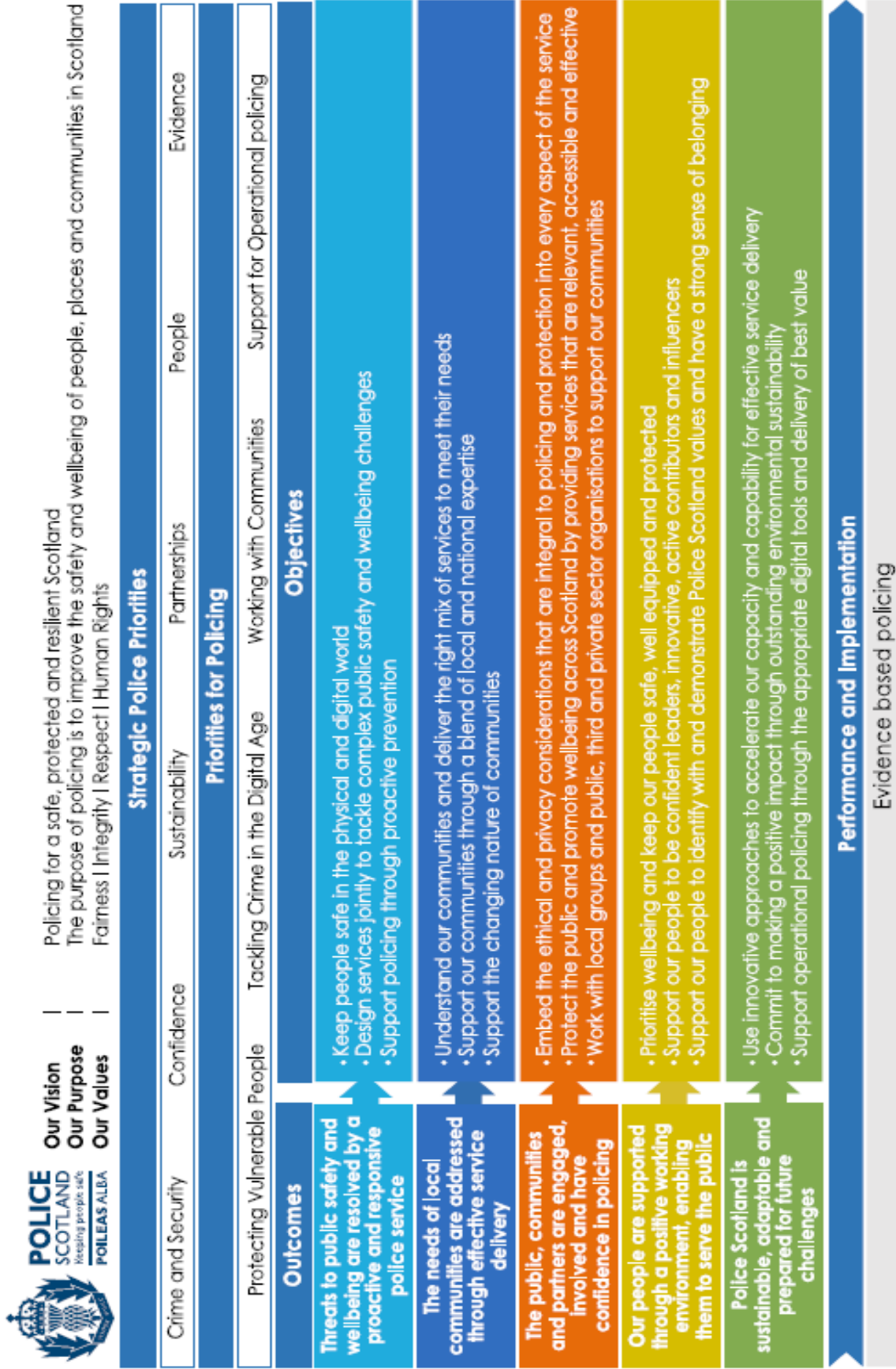
Public, communities and partners are engaged, involved and have confidence in policing

Outcome 4

Our people are supported through a positive working environment, enabling them to serve the public

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges



Context

Our Annual Police Plan (APP) 2021/22 summarises what we will do this year to make progress against our strategic outcomes and priorities for policing. Our outcomes focussed performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. During 2021/22, we are required to report on our progress on the 99 activities detailed in our 2021/22 APP. This report contains updates on the 58 activities which have milestones assigned during Quarters 1 and 2, with the remaining 41 activities to be reported on at a later date.

There are legal aspects to be considered in terms of reporting against the activities set out in this year's Annual Police Plan to inform the Annual Report and Accounts 2021/22; but it is also important to provide informative insight into activity undertaken by Police Scotland that will be of interest to members of the public and partners.

To address this challenge it was agreed that Police Scotland would produce two distinct but complementary reports as part of the Performance Framework for 2021/22.

- Annual Police Plan Bi-Annual Progress Report
- Quarterly Performance Report

The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. This bi-annual report provides a specific update on activity aligned against all 15 strategic objectives. The updates in this report provide insight into the work undertaken by our officers and staff that contribute to progress against Police Scotland's five strategic outcomes.

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

Public, communities and partners are engaged, involved and have confidence in policing

Our people are supported through a positive working environment, enabling them to serve the public

Police Scotland is sustainable, adaptable and prepared for future challenges

Summary status of activities - Annual Police Plan 2021/22

Status definitions

Complete – An activity which was completed during the reporting period.

Ongoing – An activity for which work has continued throughout the reporting period.

Deferred – An activity which has been postponed to a later date.

Strategic Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service			
Objectives: <ul style="list-style-type: none"> - Keep people safe in the physical and digital world - Design services jointly to tackle complex public safety and wellbeing challenges - Support policing through proactive prevention 			
22 activities	0 activities complete	22 activities ongoing	0 activity deferred

Strategic Outcome 2: The needs of local communities are addressed through effective service delivery			
Objectives: <ul style="list-style-type: none"> - Understand our communities and deliver the right mix of services to meet their needs - Support our communities through a blend of local and national expertise - Support the changing nature of communities 			
4 activities	0 activity complete	4 activities ongoing	0 activities deferred

Strategic Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing			
Objectives: <ul style="list-style-type: none"> - Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service - Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective - Work with local groups and public, third and private sector organisations to support our communities 			
4 activities	0 activities complete	4 activities ongoing	0 activities deferred

Strategic Outcome 4:
Our people are supported through a positive working environment, enabling them to service the public

Objectives:

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

15 activities	0 activity complete	15 activities ongoing	0 activities deferred
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Strategic Outcome 5:
Police Scotland is sustainable, adaptable and prepared for future challenges

Objectives:

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tool and delivery of best value

13 activities	0 activities complete	13 activities ongoing	0 activity deferred
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Update on Annual Police Plan 2021/22 Activities

Current status of each activity is marked as:



Strategic Outcome 1:
Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Objectives:
Keep people safe in the physical and digital world
Design services jointly to tackle complex public safety and wellbeing challenges
Support policing through proactive prevention

Activity 1: Plan and deliver a safe and secure COP26 working with international, national and local agencies

Status

A governance framework is well established with the overall strategic aim of working with partners to deliver a safe and secure COP26 at the island site and other COP-related sites, venues and events whilst minimising the impact on the wider community.

As Scotland's COVID-19 restrictions continue to ease and positive cases fluctuate, planning for a safe in-person conference remains a priority. UK Government are now sending COVID-19 vaccinations to delegates across the world who cannot access these at home.

Learning has been gained from previous COP's hosted internationally, along with the valuable learning that has come from the external audits / reviews that have been completed by Metropolitan Police Service, Her Majesty's Inspectorate of Constabulary Scotland (HMICS), Azets UK and an Independent Advisory Group. The recent G7 event held in Devon and Cornwall, along with the European Football Championships in Glasgow have both been attended by COP26 planners to help gain insight and subsequent learning.

Engagement with UK Government, Scottish Government, Scottish Police Authority, United Nations, Emergency Services partners and Local Authorities is increasing as the event nears. Police resources continue to be identified from across Scotland and the United Kingdom for specialist and conventional roles which is being supplemented by the Police Staff volunteer programme with the aim of filling non front facing roles to help maximise the number of Police Officers for operational duties, further contributing to the delivery of a safe and secure Conference.

Activity 2: Prepare, plan, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic	Status
<p>Police Scotland has responded in a consistent and common sense manner to the policing challenges associated with the COVID-19 public health emergency, and this has continued as we start to emerge from the pandemic.</p> <p>COVID-related call demand remained significant at the start of April, with over 2,500 interventions taking place on a weekly basis, including attendance at large numbers of illegal house gatherings, and the issuing of fixed penalty notices.</p> <p>While the vast majority of people adhered to restrictions in support of the national effort to combat coronavirus, a minority of individuals chose to ignore the restrictions and as a result, officers had to resort to using punitive measures, albeit in a proportionate and measured way (as recognised by the Independent Advisory Group).</p> <p>The easing of the restrictions saw a reduction in COVID-related incidents however, overall, business as usual call demand returned to pre-COVID levels with the return of major and local events, football and a full reopening of hospitality, retail and the night time economy also placing significant demand on Police Scotland.</p> <p>We have continued to engage closely with a range of key stakeholders, for example, the Scottish Government, Scottish Police Authority, HMIC(S) and Crown Office and Procurator Fiscal Service (COPFS) and on a local level, we play a significant role in Local Resilience Partnerships across the whole of the country.</p> <p>Police Scotland's absence rate has been a concern and has very much mirrored the recent rise in community infection rates across the country. This has presented a number of challenges. It is worthy of note that many of the absences are short term resulting from contacts out with the workplace. There is no evidence at this time of COVID-19 transmission as a consequence of our contact with the public.</p> <p>Police Scotland continues to work towards a return to business as usual. A high level transition plan was developed and the majority of Operation TALLA work has now transitioned into business as usual processes. Work continues to consider how we bring people back into the work place in a phased manner and what an agile working policy will look like longer term. Lateral Flow Testing has been introduced for the 1,500 staff working in Police Scotland Control Rooms, staff being deployed to events, VIP Planning, Extraditions and Criminal Justice and is mandatory in all training settings.</p>	

Activity 3: Mitigate impact and risks resulting from the UK's new relationship with Europe	Status
<p>Police Scotland International Unit have benefitted from the engagement work carried out prior to UK exit from the EU and our existing relationships with EU law enforcement partners. This engagement has allowed us to maintain responsive communication with EU Member states which has ensured effective service delivery.</p> <p>Police Scotland guidance has been published on the force intranet to drive the need to utilise Interpol Warning Notices / Diffusions to further mitigate the risk associated with UK loss of access to the Schengen Information System (SIS II) following EU exit.</p>	

Activity 4: Safely deliver all high profile public events, subject to COVID-19 restrictions	Status
<p>Police Scotland are committed to safely delivering all high profile events including COP26. With football matches, festivals, peaceful protests and many other events all now taking place again, it gives us the opportunity to continue to expose officers and commanders new in post to events and operations. This maximises learning and provides experience in safely delivering events.</p> <p>There are plans in place to integrate the Operation TALLA resources into the COP26 team, to maximise the sharing of the experience gained when dealing with the pandemic. This will ensure that suitable contingencies are available should there be a requirement to adapt COP26 plans due to COVID-19 restrictions and / or guidance changing at short notice in response to the current public health guidance.</p>	

Activity 5: Ongoing development of the seven strands of the Local Policing Programme	Status
<ul style="list-style-type: none"> - Modernised Contact & Engagement - North East Division Integration Project - Volunteering Strategy - Mental Health Strategy - Local Policing Collaborations - Local Policing Design - Local Policing Continuous Improvement & Engagement 	
<p>The Local Policing Programme ensures the resourcing, policies, processes and structures of divisions remain fit to meet the changing needs of communities across Scotland in the 21st century. The seven core themes of the Local Policing Programme are coordinated, scrutinised, challenged and supported through a process of robust governance including Local Policing Programme Board, Local Policing Management Board and project specific Project Boards. This ensures qualitative and timely progress in delivering upon the aims of the programme. Progress includes:</p> <p><u>Modernised Contact and Engagement (MCE) Programme:</u> The Modernised Contact and Engagement (MCE) Programme is now formally adopted into the Police Scotland Change Portfolio.</p> <p>The delivery time line for National Integrated Communications Control System (NICCS) has been impacted by COP26 and will now commence in early 2022 and it is anticipated that delivery of the Unified Communications and Contact Platform (UCCP) will be during 2023/24.</p> <p>As part of the delivery of the Contact Assessment Model, Police Scotland formed part of a collaborative partnership with NHS 24 and the Scottish Ambulance Service to create the Mental Health Pathway (MHP), allowing members of the public to be directly referred into NHS 24 as a more suitable service to support their needs. As part of the MCE Programme, work is ongoing to enhance the MHP to include the co-location of Mental Health Nurse Practitioners into C3 to support officers dealing with members of the public suffering distress and increase the numbers of referrals to NHS 24. Recruitment is ongoing with NHS 24 to identify the new Nurse Practitioners, who are expected to start with Police Scotland later in 2021. In addition, work has started on scoping the</p>	

development of other 'pathways' into partner services to get the right service to people at their time of need.

North East Division Integration Project (NEDIP):

Phase 1, Marischal College (including an integrated Police and Local Authority Public Counter, integrated Partnership Hub, Public Protection Unit (PPU) and Local Policing offices within Aberdeen City Council Headquarters) and Woodhill House (multi-disciplined Police Scotland floor within Aberdeenshire Council Headquarters) has now been handed over and work is ongoing to ensure benefits / dis-benefits are captured longer term. This is will involve the now 'in life' Building User Groups and newly formed tactical level engagement meetings including partners to ensure this continues and is captured.

Phase 2 construction is nearing completion. Specialist Crime Division (SCD) Cybercrime Forensic Lab is now 'live' within their new facility in Muggiemoss and all moves to Nelson Street are complete. This marks the start of continuous staff / function movement with 250 members of staff moving between locations, to their newly renovated office space to form 'hubs'. The last of these moves take place in mid-October 2021, with the North East Division Command Team moving to Nigg. This leaves NEDIP and Productions at Queen Street, until the new Kittybrewster Production store completes in December 2021. This remains on programme.

In relation to the sale of Queen Street, activity between Police Scotland and Aberdeen City Council continues and it remains on programme to complete in January 2022. It is a complex transaction with a number of component parts, such as its relationship with Scottish Courts, the Mortuary and also telecommunication masts and an electrical substation, all of which needs to be resolved prior to sale. A full plan is in place to ensure continuing safety, welfare and security of remaining staff and function during the exit period.

Volunteering Strategy:

Scottish Government confirmed their continued support to the Police Scotland Youth Volunteers (PSYV) programme with the issue of a £81,000 grant for the year 2021/2022. This funding will be utilised to provide training, support and logistical items such as uniform and equipment over the year. A 'Recovery Plan' is being developed which focuses on reconvening our PSYV groups at the earliest opportunity, establishing the requirement and opportunities for refreshed recruitment and ensuring all safeguarding measures are in place.

Further activity to support delivery of the approved Volunteering Strategy has commenced with engagement, Continuing Professional Development (CPD) and wellbeing support related work being undertaken. The logistics of delivery in respect of finance and resource requirements, are being progressed with stakeholders.

Special Constables continue to deploy across the country, with 5,923 hours volunteered in July 2021 and the existing cadre of Special Constables sitting at 455. The development of a Formal Support Framework is ongoing, with the aim of enhancing the level of support provided to Special Constables and ensuring a consistent approach towards the level of engagement provided by Divisional Co-ordinators and relevant supervisors. Planning is underway for a CPD event for Divisional Co-ordinators to raise awareness of the key duties and responsibilities of a Divisional Co-ordinator, whilst providing support to enhance their associated skill-set. Consultation is ongoing with co-ordinators, to ensure the proposed content is relevant and meets their needs. This one day event will take place in late 2021, with a blended approach to delivery (virtual / face to face), depending on logistics and availability.

OFFICIAL

The Volunteer Co-ordination Unit (VCU) delivered the first in a series of seminars to the Police Scotland Youth Volunteers (PSYV), reaffirming the commitment of Police Scotland to our valued volunteers. The online event attracted over 100 attendees and was opened by ACC Local Policing East. The Cabinet Secretary for Justice also delivered a message of support and thanks. The event focussed on mental health / wellbeing and personal resilience in achieving goals, with guest speakers including Mr Martin Davies (mental health trainer) and Mr Leven Brown (ocean rowing world record setter). Two serving Special Constables also shared their experiences as volunteers, inspiring our young people to consider a career in the Special Constabulary. Evaluation forms have been circulated to all attendees and any associated feedback, will be used to inform and shape future events.

Mental Health Strategy:

Distress Brief Intervention (DBI):

Scottish Government have approved the recent proposal to provide DBI Level 1 Training of Contact Engagement and Resolution Project (CERP) call takers and potentially Criminal Justice Services Division (CJSD) Harm Prevention Champions. Training to take place post COP26.

DBI Associate Programme (AP):

DBI Associate Programme in Greenock is progressing well with 53 officers DBI Level 1 trained. A total of 15 DBI referrals were made in August 2021 and none were rejected by Scottish Association for Mental Health (SAMH). The division is already noticing "familiar faces / frequent callers" referred to DBI who have not made contact with Police since their referral.

Families bereaved by Suicide (Action 4 NSPLG Action Plan):

This Bereavement Support Service is now fully operational in Ayrshire and Highland and Islands divisions with a referral to each division being implemented on the launch weekend of the pilot due to a suicide in each area. PS are represented at the monthly National Oversight Group which continues to work closely with Ayrshire and Highland and Islands division's representatives. Work is underway between Mental Health & Suicide Prevention team (MH&SP), Penumbra, Support in Mind and corporate communications for a national overarching message to be shared on World Suicide Prevention Day highlighting the service. The National Suicide Prevention Leadership Group (NSPLG) are aware and will share the social media messaging.

Suspected Suicide Data Sharing:

Police Scotland representatives continue to meet with Public Health Scotland (PHS) fortnightly to ensure processes compliment both organisations. The National Suicide SharePoint site is fully operational and working well which has eased the process of sharing timely information. PHS continue to utilise this information for their purposes.

Officer Safety Training (OST) & Specially Trained Officers Training (STO):

The MH&SP team continue to work closely with OST and STO training to ensure Mental Health and Suicide prevention awareness are the golden threads through the respective training manuals and courses to ensure increased awareness for officers dealing with persons in mental health crisis and / or distress. The team shared some very useful videos from Toronto Police's MH team and this is being added to STO training after COP26, when the plans are to create a video with lived experience panel members.

Local Policing Collaborations:

Working with the Convention of Scottish Local Authorities (COSLA) and Society of Local Authority Chief Executives (SOLACE), the Collaborative Leadership pilot programme between Police Scotland and three local authorities are fully underway. The programme in

Aberdeenshire & West Dunbartonshire has delivered Phase 3 in both sites. Phase 1 for West Lothian commenced in August. The Scottish Institute of Policing Research (SIPR) are appointed and commenced work in June, with final report planned for February 2022.

Local Policing Design (Local Policing East):

The design pack for Local Policing Improvement has now been socialised with a number of different internal and external stakeholders and, in that advisory capacity, the contents of the pack have been shaped accordingly. The detail outlines the approach based on what the data is telling us, through to a high level operating model map that describes the organisational and stakeholder requirements to deliver services that contribute to the safety and wellbeing of people, places and communities across Scotland. An underpinning document is under construction and will provide more detail to inform the next steps of development.


Local Policing Improvement

The Local Policing Improvement Team developed and delivered a presentation to the Force Executive, Local Policing Commanders, and Local Policing Design team which include representation from the Demand and Productivity Unit (DPU) and Force Middle Office Remodelling (FMOR), Intel Review, Cyber Review Teams. The presentation has also been socialised externally by DCC Local Policing with stakeholders including Scottish Police Authority (SPA) and Local Authority Chief Executives to gauge their input on the concepts involved.

The Local Policing Improvement Strategic Outline Case (SOC) and covering paper has been submitted to the executive, and once agreed the intention is that the SOC will progress through LPPB / LPMB for consideration and to the PMG for progression and consideration of allocation of resources to take the work forward towards a Programme Brief. The Programme Brief will consider the complexity and interdependencies that exist in the work and the potential scope of the programme.

Activity 6: Identify opportunities to improve the efficiency and effective use of the National Missing Persons Application to enhance service provision in relation to missing persons	Status
<p>The National Missing Persons Unit continue to work with ICT around the data quality issues that exist in the database with a view to implementing fixes, however demand for ICT resource continues to be a challenge.</p> <p>The work with Missing Person SPOC's at divisions continues to ensure recording practice and activity is aligned to recording policy and practice. An update on this activity will be reported to the Missing Person Strategic Group.</p>	

Activity 9: Design, develop, engage and implement an enhanced violence reduction strategy for Scotland, working in partnership with the Violence Reduction Unit	Status
<p>A draft Strategic Assessment of Violence in Scotland was compiled by the Analysis and Performance Unit in conjunction with the Scottish Violence Reduction Unit in May 2021. This will be reviewed for inclusion of further content on the public health approach to policing and violence prevention. Once finalised the strategic assessment will be used as the basis for the overall violence strategy.</p>	

Activity 11: Enhance understanding and reduce the harm from drugs supply in Scotland, particularly the supply and misuse of benzodiazepines	Status
	
<p>Police Scotland is a key and active partner in addressing drug related issues affecting Scotland. The Drug Strategy Board (DSB) provides strategic oversight, governance and policy direction in relation to Police Scotland’s prevention, intelligence and enforcement activities relative to drug and substance misuse across Scotland.</p> <p>Work is ongoing to improve the intelligence picture through expeditious testing of recoveries and working with partners to share information and identify opportunities for intervention and prevention.</p> <p>Synthetic drugs are the most prevalent group identified through toxicological testing in cases of drug-related death. Benzodiazepines, specifically, are identified in approximately three quarters of all Drug Related Deaths (DRDs) in Scotland.</p> <p>Given the availability and the potential harm caused, it is assessed that benzodiazepines present a significant threat to Scotland’s communities.</p> <p>Police Scotland's Drug Harm Threat Assessment offers an alternative approach to critically analysing our organisational response to the supply of drugs and their associated harms and has been developed giving consideration to Police Scotland Drugs Strategy. The Drug Harm Threat Assessment covers the following areas from a harm and prevention perspective, with ongoing work having a reporting chain into Police Scotland's Drug Strategy Board:</p> <ul style="list-style-type: none"> - Increased forensic analysis of the most commonly observed drug types associated with drug-related deaths. - Partner contributions in respect of these drug types and associated harms. - Intelligence and criminal investigation focus. - Conviction and reconviction rates relative to these drug types. - Correlation with areas of social-economic deprivation. <p>The Substance Harm Prevention (SHP) team form part of Partnerships, Prevention and Community Well-being Division and lead on Police Scotland’s approach at a national level to monitor and reduce drug-related deaths and prevent substance harm. They work closely with local policing divisions and external partners including NHS, Alcohol and Drug Partnerships and Drug charities. Their extensive partnership engagement, promotes the Scottish Governments Substance Harm Prevention Strategy - Rights, Respect and Recovery as they seek to identify emerging threats and trends through the recording of drug-related deaths nationally.</p> <p>SHP work alongside SCD who deliver Police Scotland’s County Lines strategy. This strategy is focussed on delivering the strategic objectives in accordance with the National Police Chief’s Council (NPCC) County Lines Strategy and Strategic Assessment. SCD provide SHP a situational report which is presented to the DSB for organisational awareness and to provide direction for harm prevention activities undertaken by both police and partners.</p> <p>The most significant current work streams being undertaken by the Substance Harm Prevention team to enhance understanding and reduce the harm from drugs supply in Scotland, particularly the supply and misuse of benzodiazepines are:</p>	

Naloxone Carriage (Test of Change)

In response to ongoing year-on-year increases in drug-related deaths, Police Scotland approved the Naloxone Test of Change programme in November 2020. A significant number of drug-related deaths are associated with poly-drug use and significantly the use of Benzodiazepines. Naloxone is an emergency, first aid response to opioid / opiate-related drug overdose situations.

Three test bed areas were identified in:

- Forth Valley Division – Falkirk
- Tayside Division – Dundee City
- Greater Glasgow Division – Glasgow East

Training commenced in March 2021 and in addition to the initial areas has now also been rolled out to:

- Forth Valley Division – Stirling, Community Policing Teams and Divisional Alcohol and Violence Reduction Unit
- Highlands and Islands Division – Thurso and Wick

The carriage of naloxone by trained officers is voluntary and of the 764 officers who have been trained, 615 officers (80%) have volunteered to take part.

To date naloxone has been administered to unconscious / unresponsive casualties on 23 separate occasions. All persons have recovered sufficiently to allow the administration of further first aid and medical treatment.

The type of incident where naloxone has been administered has varied, ranging from police attending calls of unconscious persons; to officers on patrol being stopped by members of the public to raise concerns for a person. The locations have also varied between police property, private dwellings and public spaces. A number of administrations have taken place in full view of members of the public. The reasons for the casualties' unconscious state have been mixed between accidental overdoses and a deliberate attempt to end their life.

To date there has been no issues raised by either police officers administering, persons receiving or persons witnessing the administration of naloxone.

The Test of Change will be subject to a robust independent evaluation phase. This commenced in May and will conclude in November 2021.

Pathfinders Project

The Pathfinder pilot involves a police referral process, at the initial point of contact, for vulnerable persons subject of drug possession charges. This is not exclusive to persons taken into police custody and extends to those dealt with at scene.

The project aims to reduce drug related criminality, harm and deaths in Scotland through early intervention and a whole-system, multi-agency approach.

Referrals are made to local peer mentor / Navigators (Medics Against Violence), who triage and offer ongoing support through the criminal justice pathway and sign-post to relevant services.

Information regarding that subject's engagement / progress will be shared by Pathfinders with COPFS, ensuring any subsequent case disposal decision by COPFS is fully informed.

The project, which has been funded for two years, went live in July and a number of persons have already been referred for support.

Plans are underway for the next phase of the roll out scheduled for 2022-23 financial year. The areas being considered are Dundee and South Lanarkshire.

Partnership Drug Type Analysis

A Minute of Agreement has been agreed between Police Scotland, Abertay and Robert Gordon Universities. The project will see police provide the universities with seized drugs for analysis. The drugs seized will not be part of a live case.

The project which will be for intelligence purposes only, will allow a quick time turn-around in drug analysis, providing a current update on drug types, strengths and trends impacting on our communities across Scotland. This updated intelligence picture will provide greater focus on relevant substance harm prevention and enforcement activity.

The information will be shared with partners to provide them direction in their own substance harm prevention activities.

Intelligence Support:

At the beginning of 2021, a Scottish Drug Harm Threat Assessment (DHTA) was commissioned and in response to this threat assessment, a multi-agency orientated task force was established by Police Scotland to examine the harm associated with the illegal consumption of synthetic drugs, particularly benzodiazepines, across Scotland. This new task force has been established for a temporary period to address this specific high harm issue.

The remit is to ensure that our investigative, disruption and prevention tactics are aligned and delivered appropriately, specifically focussing on harm prevention and the correlation between synthetic drug misuse and drug-related deaths.

Activity 13: Prevent and/or minimise risk in respect of child sexual abuse and exploitation

Status

National Sexual Offences Policy continue to engage and work collaboratively with Scottish Government and partners in support of the Equally Safe strategy to prevent and eradicate all forms of violence against women and girls. Police Scotland are represented in various partnership groups with focus on reducing violence against women and girls in universities, colleges and further education establishments.

Police Scotland are also members of the Scottish Government's Trafficking and Exploitation Strategy Action Area 1, which has the aims of identifying victims of trafficking and supporting them to recovery. The most recent quarterly meeting in June 2021 raised the issue of child Potential Victims of Trafficking (PVoT) within the criminal justice system. National Human Trafficking Unit are working in conjunction with COPFS and Scottish Prison Service (SPS) on this. Organisational learning relating to trafficking and exploitation is captured monthly, disseminated to all human trafficking champions in a monthly briefing and is also available to all officers and staff on the human trafficking (HT) intranet page. A HT Action Area 2 Partners briefing is also produced, which is distributed to external partners including COSLA.

Activity 14: Prevent and/or minimise risk in respect of rape	Status
<p>The 2021 #GetConsent campaign ran for six weeks earlier this year. The focus of the campaign was to educate males living in Scotland, aged 18-35 who are in a relationship, on the issue of consent.</p> <p>National Sexual Offences Policy, alongside corporate communications liaised with partner agencies prior to the launch of the campaign and obtained positive feedback. Evaluation and analysis is ongoing to determine the success of the campaign and work in respect of a further campaign this year is ongoing.</p>	

Activity 15: Prevent and/or minimise risk in respect of hate crime	Status
<p>In response to the recent HMICS report, a strategic oversight group has been established and has discussed Partnership Prevention and Community Wellbeing Division E&D's hate crime improvement plan. The plan was approved at both Local Policing Management Board and Senior Leadership Board, in August, and then discussed informally with HMICS who provided confidence that the plan provided a strong basis with which to address their recommendations. Some improvement actions have been completed but others involve multiple interdependencies and will take many months to resolve. Audit and assurance will assist with a structured governance mechanism to manage the actions, communicate with HMICS and work towards discharging each recommendation.</p>	

Activity 16: Prevent and/or minimise risk in respect of human trafficking	Status
<p>Police Scotland are members of the Scottish Government's Trafficking and Exploitation Strategy Action Area 1, which has the aims of identifying victims of trafficking and supporting them to recovery. At the last quarterly meeting the issue of child Potential Victims of Trafficking (PVoT) within the criminal justice system was raised. The National Human Trafficking Unit are working in conjunction with the Crown Office and Procurator Fiscal Service and Scottish Prison Service (SPS). Organisational learning relating to trafficking and exploitation is captured monthly, disseminated to all human trafficking champions and is available to all officers and staff on the human trafficking (HT) intranet page.</p>	

Activity 17: Design and develop approaches to tackle the increasing number of Online Child Sexual Abuse Activist Groups (OCAGs)	Status
<p>Police Scotland continue to respond to all OCAG related incidents proportionately and timeously, focussing on the mitigation of any risk posed to children or young people. Police Scotland run an OCAG Practice and Policy Group which reflects and drives forward our national approach, derived from NPCC in respect of OCAG engagement. Under this remit the group provide frontline and specialist officers with current, up to date guidance to ensure officers across the force continue to respond effectively to reports from OCAGs, ensuring public confidence and expectations are met.</p>	

Activity 19: Deliver policing elements of the Scottish Government's Cyber Resilience Framework	Status
<p>The Police Scotland Cyber Strategy was published in September 2021. An implementation plan has subsequently been presented to the Scottish Police Authority and a Transformational Change Programme has now been established. This Programme will deliver changes in how we assess, respond and positively affect the threats presented by cyber dependent and enabled crimes.</p> <p>Our ambition is to deliver enhanced capabilities, capacities, technologies and partnerships which will allow us to reduce the threats from cybercrime and enable us to better protect the people, communities and businesses within Scotland. Our delivery will adopt a rights based approach to the use of technology and we will have an active discussion with our communities to understand their expectations and concerns in relation to how cybercrime affects them and how we can work productively with them to address the issues that we jointly identify as priorities. This will continue to work in line with the Scottish Government's Cyber Resilience Framework.</p>	

Activity 20: Promote Counter Terrorism Protect and Prepare strategy, through collaboration with partners, enhancing the protection of the public through the crowded space and protection of public spaces strategy.	Status
<p>Through Border Policing Command (BPC) intelligence and our accredited officers at the main airports and sea ports of Scotland and the use of Schedule 7 of the Terrorism Act 2000, we continue to play a key part the Pursue strand of the CONTEST Strategy.</p> <p>Our highly visible uniform BPC protective security officers who are at the four main Scottish airports, play a key part in the Protect and Prepare strand of CONTEST relative to these key locations providing a visible policing deterrent.</p> <p>Intelligence Support work closely with partners both locally and nationally to mitigate the threat and risk from terrorism in our communities thus supporting the UK Counter Terrorism CONTEST Strategy.</p>	

Activity 21: Implementation of the Cyber Strategy in the following key areas:	Status
<ul style="list-style-type: none"> - Police Scotland Resilience and Cyber Security - Public health, prevention and partnership - Investigation of criminality - Protecting and safeguarding 	
<p>The Cyber Security Strategy continues to make good progress on a number of fronts. Several key technical solutions are in the final stages of testing, these include the new Security Information and Event Management (SIEM), Secure Web Inspection (aka SSL), Intrusion Prevention System (IPS) and secure backups using tamper proof technology. Additionally, the Endpoint Detection and Response (EDR) solution has been accelerated with implementation now in progress for before COP26. The new security awareness software has been procured and undergone initial testing within ICT in preparation for a full organisational phishing campaign in October 2021. The restructured Cyber Security and Assurance team was formed in September 2021 and initial workshops have been held to formalise the scope and priority of work that will form the Cyber Security Programme Brief.</p> <p>A series of Potential Project Assessments (PPAs) have been / are being developed.</p> <ol style="list-style-type: none"> 1. Training and Capability 2. Cyber Technologies 3. Early Deliverables 4. Cybercrime Harm Prevention (CHP) - A new subgroup has been established and the programme will work in collaboration with Partnerships, Prevention and Community Wellbeing (PPCW) to develop a CHP roadmap, a PPA will be developed in conjunction with this. 5. Consolidation and Restructure is in the pipeline and formal proposals will be developed over coming months. <p>Significant work has been completed for the External Centre of Excellence with a paper being presented to Scottish Government to stand up a Scottish Cyber Co-ordination Centre. SG will establish a project and discussions continue regarding PS support. The Cybercrime Harm Prevention work stream will focus on public health prevention & partnership, protecting and safeguarding. Cyber Technologies and Training projects will support improvements in investigating criminality. The External Centre of Excellence will improve and enhance partnership working.</p> <p>Other areas supporting this activity include:</p> <p>Specialist Crime Support: SCD Serious Crime Prevention Orders (SCPO) Unit is making positive steps towards improving the focus / use of Preventative Orders against cyber crime and incorporating conditions on Orders that will assist with the prevention and detection / investigation of such crimes. This includes protecting and safeguarding vulnerable victims.</p> <p>SCD International: The International Bureau continues to develop our engagement with global law enforcement partners in relation to cybercrime, including through Europol (Secure Information Exchange Network Application (SIENA)) channels to enhance our contribution to the global intelligence picture, creating new investigative opportunities to expedite criminality in Scotland.</p>	

Organised Crime and Counter Terrorism Unit (OCCTU):
Scoping and engagement continues to ensure cyber investigations and digital forensics is working at an effective target operating model and has the correct structure across the country to provide an appropriate equity of service to all communities being affected by cyber crime. There has been a significant investment in technology and training for all staff ahead of Operation URRAM to ensure the response to significant cyber related criminality is swift and effective, whilst maximising any evidential opportunities available.

Major Crime:

Major Crime adheres to the Cyber Strategy and through continual training and close working partnership with cyber crime, investigations of this nature are carried out to a high standard.

Activity 22: Plan, prepare and begin training for the implementation and reporting of the Age of Criminal Responsibility (Scotland) Act 2019

Status

ACRA training modules are live, with just over 4,000 e-learning / Moodle and 192 targeted awareness courses completed. In addition there has been a positive uptake of Phase 2 - Investigative Interviewing training. The Act implementation has been delayed by Scottish Government pending the introduction of updated Court Rules by SCJC. No new date has been given. This delay allows for the ongoing training / awareness packages to continue with the same intensity and more officers to be trained before the new date of enactment. ACRA Incident Management (AIM) training will be provided via nominated Divisional Trainers as face-to-face and Teams package courses (six to seven hours per individual) - commencing January 2022.

Activity 23: Further enhance and invest in our approach to partnership, prevention and community wellbeing working constructively with our partners across the public, private and third sectors to support Scotland's public health approach

Status

The Public Health Scotland Collaboration Framework launched in July 2021 with the aim of improving the safety and wellbeing of our communities and creating a Scotland where everybody thrives. This is the first joint approach of its kind in Scotland and is led by Public Health Scotland CEO and DCC Local Policing.

Discussions are ongoing regarding Collaboration Frameworks with a number of partner agencies including Health Improvement Scotland & COSLA; Health & Social Care Scotland; and NHS NSS, where joint training will feature.

Public health, Prevention & Partnership Strategy Development have presented a paper to Local Policing Management Board and discussions continue with the executive. Engagement is ongoing with COSLA to connect the PH in Place Programme and Supporting Wellbeing in Place Programme with Health foundation.

We are also discussing options to maximise opportunities for Collaboration with the Scottish Government Public Sector Reform team.

Activity 27: Develop national approach to respond effectively to fraud / scams	Status
<p>Work is ongoing to review training for Area Control Room staff to better equip staff to identify and accurately record when a crime of fraud has taken place. Enhanced engagement with Partnership, Prevention and Community Wellbeing to ensure messaging, both internal and external, is consistent with that of the UK and local policing divisions and national divisions are aware and measures in place to monitor the reporting of fraud crimes which are a result of such campaigns.</p>	

Activity 28: Continue the Naloxone pilot and evaluate to determine next steps	Status
<p>Test of Change continues with naloxone where 729 officers have been trained, of which 80% have volunteered to take part.</p> <p>In addition to the initial areas, training has now also been rolled out to Forth Valley Division with additional training opportunities in Highlands and Islands Division and Criminal Justice Division.</p> <p>To date, naloxone has been administered to unconscious and unresponsive persons at 21 police incidents, using a total of 33 doses by 22 officers;</p> <ul style="list-style-type: none"> - Greater Glasgow Division – 11 incidents - seven single dose, four double dose, total sprays used 15. - Tayside Division – nine incidents - four single dose, four double dose, one quadruple dose (two officers), total sprays used 16. - Forth Valley Division – one incident - double dose, total sprays used two. <p>Reports have been positive around Scottish Ambulance Service (SAS) response times in all instances. The Test of Change will be subject to a robust independent evaluation phase. This commenced in May and will conclude in November 2021.</p>	

Activity 30: Develop our evidence base to support design, development and implementation approaches for preventative support for those experiencing forms of abuse, neglect and exploitation	Status
<p><u>Online Child Sexual Abuse and Exploitation (OCSAE)</u> Police Scotland continue to follow the recommendations of the HMICS Strategic Review of the Response to OCSAE and have made necessary IT updates to facilitate the accurate data capture of OCSAE incidents. An enhanced intelligence product has been produced / developed to better understand the size, scale and nature of offending in this area. Collaborative work with Young Scot is ongoing to help understand the challenges faced by young people online. Work continues with online platforms and threat of online child sexual abuse partners to look at ways to better understand preventative tactics and</p>	

enhance the intelligence picture around methodologies. Sharing of intelligence and methodologies with the NCA remains a priority to enhance our preventative capabilities.

Domestic Abuse Coordination Unit (DACU)

Domestic Abuse Prevention Orders and Notices (DAPO and DAPN) will be implemented alongside the Domestic Abuse (Protection) (Scotland) Bill which received Royal Assent on 05 May 2021. These orders will seek to increase safeguarding for victims and prevent re-offending. Police Scotland form part of an Implementation Board chaired by the Scottish Government and a number of other key stakeholders.

Disclosure Scheme for Domestic Abuse (Scotland) (DSDAS)

Domestic Abuse Coordination Unit (DACU) continue to monitor compliance of DSDAS process and generate weekly governance reports which are sent to local policing divisions to inform police response and preventative measures.

National Human Trafficking Unit (NHTU)

Police Scotland are also members of the Scottish Government's Trafficking and Exploitation Strategy Action Area 1, which has the aims of identifying victims of trafficking and supporting them to recovery.

Stalking

Work is continuing to develop a new digital platform to be hosted on the website of the support and advocacy provider Action Against Stalking which is being funded by SG in partnership and consultation with Police Scotland. A number of apps have been developed to support victims of stalking and harassment such as the "Follow it" app set up in 2019 by the Scottish Women's Right Centre (SWRC) to record stalking incidents.

Activity 31: Develop our evidence base to enable the design, development and implementation of preventative measures to address vulnerability, people experiencing mental and/or emotional distress and illegal substance usage	Status
<p>Police Scotland's Drug Strategy Board (including partners) oversee the progression of all substance harm and drugs death work streams.</p> <p>The Criminal Justice and the Law Sub-Group of the Taskforce secured funding for a proposed Test of Change in the Inverness area. The Pathfinder pilot will involve a police referral process, at the initial point of contact, for individuals subject of drug possession charges (or if an addiction associated vulnerability exists for an individual who would benefit from a referral). This is not exclusive to persons taken into police custody and extends to those dealt with at scene.</p> <p>The project aims to reduce drug-related criminality, harm and deaths in Scotland through early intervention and a whole-system, multi-agency approach. The project has been funded for two years and now has staff in post who are promoting the service which went live in July 2021. Plans are underway for the next phase of the roll out scheduled for 2022-23 financial year. The areas being considered are Dundee and South Lanarkshire.</p> <p>Police Scotland are also sharing more timely data to Public Health Scotland (PHS) via a central data collation point on SharePoint which has been created by PPCW's Mental Health and Suicide Prevention (MH&SP) team which each division populates with deaths being reported by Police as suspected suicide.</p> <p>This will provide vital early indications of suicide data which can better inform our Health and Suicide Prevention partners' activities on trends, clusters, early intervention and</p>	

prevention whilst providing PS with a central data source related to deaths of this nature and associated factors.

This will positively influence work for a number of actions on the Scottish Government's Suicide Prevention Action Plan.

Analysis and Performance Unit (APU) are working with Scottish Ambulance Service to formalise an agreement to share data that will help them better understand the demand on each organisation. Police Scotland and SAS work together often and it is suggested that both organisations often work with many of the same individuals. The analysis of any future data shared will be able to categorically confirm assumptions made and hopefully lead to the development of processes and procedures to help those who particularly rely on the emergency services to become more resilient within their communities.

Our divisions work closely with their local authorities and community planning partnership and some have already developed their shared data into accessible portals for partners to use. This gives our divisional teams a richer understanding of the issues within the communities they serve and start conversations with the wider system participants on how issues might be addressed. An example of this are the opportunities opening up within the City of Glasgow through the data collected by their council team.

Adult Support and Protection (ASP) Inter Agency Referral Discussion (IRD)

A multi-agency short life working group (SLWG) has been convened to consider the results of a survey of key partners to establish the ASP IRD landscape across Scotland. The findings from the survey were presented at the ASP Convenors Meeting in May 2021 to prompt multi-agency discussion at this level. An executive summary has been circulated to highlight the findings to senior management within Police Scotland.

A successful proof of concept in relation to ASP IRD process has now concluded in Aberdeen. Local Authorities (Aberdeen City, Aberdeenshire and Moray) have agreed along with police to implement the model and processes that were trialled due to the recognised benefits. Ayrshire Division have indicated partnership talks are ongoing to introduce a formal ASP IRD process and Lanarkshire Division is in the early stages of devising a local ASP IRD process, with support offered from ASP Policy.

Strategic Outcome 2:
The needs of local communities are addressed through effective service delivery

Objectives:
Understand our communities and deliver the right mix of services to meet their needs
Support our communities through a blend of local and national expertise
Support the changing nature of communities

Activity 35: Broaden engagement, using insight and data to fully understand the context of people’s experience, public perception and demand, and actively seek to include people who may not traditionally engage with the police

Status

The Strategy, Insights and Innovation service co-designed an approach with internal and external stakeholders providing strategic and tactical recommendations for improving our reach to communities to better engage and involve them in policing. The plan has been approved by the Senior Leadership Board (SLB) and working groups are being established to implement the actions. Police Scotland lead one of the working groups – insight and learning, and provide support to the other work streams. This included providing and presenting evidence / strategic insights to the open Police Scotland / Scottish Institute of Policing Research (SIPR) / SPA research event on 17 May 2021.

Further work continues to develop our approach to engagement and reporting so that insights can be used at the local, regional and national levels for enhancing public confidence and user experience. This includes:

- 1) Enhancing regional and local reporting of public opinion and experience of contacting police to drive public confidence, partnership working and external scrutiny. This has involved the roll out of new PowerBI Dashboard for divisions to interrogate the full survey data by timeline, geographic location and population sub-groups.
- 2) Focussed community engagement and participation - further engagement approaches are being undertaken with communities and partners in local policing divisions to enhance understanding of specific issues.
- 3) Service-specific and topical engagement - other areas of focussed engagement supporting public confidence includes service-specific and topical e.g. perceptions and experiences of policing of events and protests which is a live and continuous survey on citizen space to gather dynamic insights which support our approach to COP26.
- 4) Engagement with seldom-heard communities – the implementation plan is being progressed by the three sub-groups: communications, engagement and partnerships, and insights and learning, responsible for developing our approaches and producing products to embed good practice across policing. Most recently, in support of this work, the Police Scotland / SIPR / SPA joint funded research call awarded four research studies to support our gaps in knowledge for understanding the barriers to engaging with police and ways to enhance confidence and trust between children and young people, LGBTQI+, asylum seekers, Black communities, and people who are from any minority white backgrounds.
- 5) Expansion of user experience surveys and related research – this has been based on stakeholder feedback and business requirements to investigate factors driving user

satisfaction and confidence. Online focus groups are also planned to further understand police contact and outcomes.

6) Participation and Engagement Framework is being designed with internal and external stakeholders to embed a shared vision and best practice guidance for supporting colleagues across policing to lead engagement and participation. This also includes enhancing the accessibility of engagement to ensure relevance and inclusivity to all communities regardless of their circumstances.

Activity 36: Transform our approaches to public contact and engagement in line with our Public Contact and Engagement Strategy.

Status

A new work stream has been initiated to develop modernised contact and engagement aspects of the Police Scotland website. This will act as a portal for non-telephony channels of communication and engagement, to develop and accelerate opportunities to improve service and reduce 101 demand.

Activity 41: Prepare for changes resulting from the Scottish Government's phased COVID-19 Recovery and Renewal Plan, including the reintroduction of major and local events

Status

As virus levels and restrictions begin to ease, Police Scotland has begun to consider a return to business as usual, beyond the pandemic. A high level transition plan has been developed to consider how any residual Operation TALLA work can be embedded into business as usual processes, how we bring people back into the work place in a phased manner and what an agile working policy will look like longer term. Lateral Flow Testing has been introduced for the 1,500 staff working in Police Scotland Control Rooms, staff moving between rural (island) communities and in all training settings.

Operational Support / Emergency, Event and Resilience Planning (EERP) are members of the National Events Advisory Group (Scotland) which is an Events Scotland / stakeholder forum exploring key issues affecting the events industry, including COVID-19 impacts and recovery. This is augmented by EERP and local policing membership of a Police Scotland / Scottish Government / Local Authority group, which provides support and assistance in the consideration and assessment of bespoke regulation pertaining to COVID-19 and events. Similar representation and structure exists in relation to Football's governing bodies. Police Scotland are represented on the National Police Chiefs Council (NPCC) National Events Working Group, which explores UK-wide events matters at both strategic and tactical forums.

Specialist Crime Support:

SCD SCPO Unit has a medium / long term goal of increasing knowledge / awareness around Preventative Orders. As COVID-19 conditions ease there are plans to carry out a 'roadshow' / training events once conditions permit.

SCD International:

The International Bureau is engaged with both Planning and Intelligence teams in relation to COP26, this being the most imminent large scale event in Scotland during the COVID-19 Recovery.

SCD Public Protection:

The COVID-19 recovery planning group included representation from SCD Public Protection. Generated actions were amalgamated and subsequently closed as we worked towards addressing each level of recovery. Training provision is now being increased in line with COVID-19 restrictions with the aim of approaching pre-pandemic levels. Child Protection training has continued during COVID-19 due to its critical nature and we have maintained an operational presence in respect to executing duties relevant to matters of Public Protection. Our Business Continuity Plan (BCP) has also been exercised as part of our Recovery Testing.

Intel Support:

SCD Intelligence Support continues to fully support the requirements of Police Scotland, Operation TALLA. Supporting government guidance re working from home and adhering to social distancing measures and face mask coverings.

OCCTU:

Flexibility for Cyber Investigation staff ensures that they are all prepared to react to any changes in the recovery plan. Cybercrime remains a key threat for many significant events and procedures in place for reacting to these investigations are well rehearsed and fluid to ensure any COVID-19 restrictions can be threaded through the investigative strategy for compliance.

Serious Organised Crime (SOC) resources remain flexible and dynamic in order to continue to serve the communities of Scotland as we recover from COVID-19. Officers remain in dedicated teams to tackle SOC and continue to be intelligence led. To date this area of business has shown resilience and COVID-19 has had minimal impact on operational activity.

Major Crime and Public Protection:

Major Crime have provided support through additional resourcing to local large scale events to support local Divisions and local communities ensuring COVID-19 restrictions are adhered to.

Activity 43: Evaluate and implement next phase of Contact Assessment Model	Status
<p>The Contact Assessment Model (CAM) created new ways of providing policing services to the Public, including remote resolution and local policing appointments to give victims and members of the public greater choice and certainty, all founded on the assessment of threat, risk and harm at first contact and throughout the management of every policing response.</p> <p>A new project is being developed, the Contact Engagement and Resolution Project (CERP), to further enhance what was established by CAM particularly for the initial journeys of victims, including looking at how Police Scotland triages and coordinates its response to non-urgent specialist crimes, as well as how it manages direct crime recording. Evaluation work is ongoing to develop the qualitative and quantitative evidence to support the full business case for CERP, which is expected to be completed for consideration by late summer 2021.</p> <p>In addition, as part of the implementation of CAM, the Mental Health Pathway (MHP) was established by Police Scotland jointly with the Scottish Ambulance Service and NHS 24, supporting the public receiving more appropriate services aligned to their need. As part of the CERP project, the MHP is being expanded to include the co-location of Mental health Nurse Practitioners into the Police control room to provide immediate access to specialist support and advice for staff making MHP referrals and to support officers dealing with distressed people in the course of their duties 24/7.</p>	

Strategic Outcome 3:

The public, communities and partners are engaged, involved and have confidence in policing

Objectives:

Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service

Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective

Work with local groups and public, third and private sector organisations to support our communities

Activity 55: Enhance analysis and insights to support high levels of public confidence in policing

Status

The action is being progressed with the development of Power BI dashboards, which allow for interrogation of the quantitative and qualitative real-time insights from both surveys that will support police planning, areas for improvement and local engagement. The new dashboards were tested in July 2021 in Ayrshire Division and Highland and Islands Division before rolling out to all policing divisions in August 2021.

Youth Ethics Advisory Panels

Youth Ethics Advisory Panels (YEAP) to engage the voice of Scotland's young people in police decision making have been established in partnership with the Scottish Youth Parliament (SYP).

On 22 April 2021, the first YEAP – believed to be the first Youth Ethics Advisory Panel / Committee used in UK policing – was held to consider dilemmas on the policing approach to COP26. The advice from the panel, in the form of a Chair's report, was fed into the planning by Operation URRAM.

Regional Ethics Advisory Panels

A series of Regional Ethics Advisory Panels, consisting of police officers and staff, were held across Police Scotland between 15 and 16 June 2021 to consider the ethical intricacies involved in a code of practice for body worn video (BWV).

The panel considered the wearing and activation of BWV, public trust and confidence, data handling and storage, collateral intrusion, training and professional standards. Chairs' reports are currently being drafted to reflect the advice of each panel for consideration of the BWV project.

Activity 62: Tackle Serious Organised Crime through active engagement with communities and a multi-agency approach to deliver the four key strands of the Scottish Government’s Serious Organised Crime strategy – Divert, Deter, Detect and Disrupt	Status
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Specialist Crime Support:

SCD Serious Crime Prevention Orders (SCPO) Unit makes use of all four strands on a daily basis through sustained application of the tools at our disposal via Preventative Orders. We are tied into numerous ongoing SOC operations as well as helping to signpost SCPO Subjects toward Divert / Deter opportunities.

SCD International:

The International Bureau engages with numerous internal / external partners who support SOC strategy objectives. We are actively engaged at both an operational and strategic fora with COPFS, Scottish Government, National Police Chiefs Council (NPCC), Home Office Immigration Enforcement (HOIE), Europol, Interpol, National Crime Agency (NCA) and most recently within the UK Joint Operating Model (JOM) which seeks to develop the UK footprint within International Policing post EU Exit, and identify opportunities to safeguard our communities in Scotland.

Intel Support:

Intelligence Support work closely with divisions and partners both locally and nationally towards reducing the threat and risk to communities. The setting up of the drug harm task force has assisted in directing resources to the highest impacted communities.

SCD Intelligence Support submit to a number of multi-agency meetings including the SCD multi-agency tasking and delivery board (MATDB). We also chair the National Intelligence Development Managers meeting (NIDM) and Scottish CUF Governance meeting to achieve a multi-agency approach to tackle the Force’s very high priorities.

OCCTU:

Engagement continues between Cyber investigations and numerous internal and external key stakeholders to maximise opportunities for Detect and Disrupt. Close working is ongoing with the Scottish Government to ensure the Scotland-wide response is fit for purpose and tested robustly to support local communities and private / public sector organisations who are the victims of high level Cyber dependant crime.

SOC resources continue to react, tackle and develop community intelligence in order to serve our communities. We work with partners locally, nationally and internationally to ensure the fight against SOC continues and enhances in line with Government strategy.

Major Crime:

Major Crime continues in forging and maintaining relationships with external partners in order to deliver the four key strands.

Activity 63: Prevent and tackle wildlife crime, collaborating effectively with partner agencies	Status
<p>Operation WINGSPAN is a Police Scotland led partnership operation delivered from October 2020 to October 2021, tackling wildlife crime through preventions, interventions and enforcement. Preventions / interventions include developing a raptor persecution video with Royal Society for the Protection of Birds (RSPB) which achieved 79,000 views, working with Scottish Badgers to proactively survey setts at risk of criminality, and collaborating with NatureScot to deliver a best practise sessions to developers.</p> <p>Enforcement activity includes the execution of six warrants in relation to raptor persecution and theft of peregrine chicks from the wild. RSPB, Scottish Society for Prevention of Cruelty to Animals (SSPCA) and Science and Advice for Scottish Agriculture (SASA) supported these investigations and subsequently several persons were arrested and charged.</p> <p>Comparing the period of the operation to the previous 12 months there has been a 16% reduction in wildlife crime. The social media campaign has had a reach of approximately 2.5 million.</p> <p>During October, Wildlife Crime Officers shall be tackling poaching and hare coursing by conducting joint patrols of waterways with water bailiffs, conducting intelligence led days of action and engaging with the agricultural community. An open day will also be delivered in collaboration with NatureScot to educate landowners and stakeholders about how to conduct legal activities on Sites of Special Scientific Interest (SSSI). Work is also ongoing with NatureScot to gather evidence and build a case against a business who appear to have been illegally mining and selling minerals and fossils from SSSI's across Scotland.</p>	

Activity 64: Develop and establish the Police Scotland International Academy	Status
<p>Initial physical building work for the Police Scotland International Academy concluded in September 2020 on time and on budget. The facility within the College has been fitted out with ICT equipment, and has recently been effectively utilised to facilitate international webinars.</p> <p>The Police Scotland International Academy Website is ready for launch. The website promotes Police Scotland values, human rights and our links to the UN Sustainable Development Goals. Work is ongoing to upload training products, converting from classroom based to online delivery. Further development of the website is progressing to develop marketing functionality.</p> <p>The International Academy was formally opened by the first minister at a ceremony held on 26 July 2021.</p>	

Strategic Outcome 4:

Our people are supported through a positive working environment, enabling them to service the public

Objectives:

**Prioritise wellbeing and keep our people safe, well equipped and protected
Support our people to be confident leaders, innovative, active contributors and influencers**

Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Activity 65:

Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26

Status

The Health & Safety Team have been involved in most large events this year with advice, guidance and risk assessments supplied to a very large number of Public Order operations. This included significant football operations, many of which had crowd gatherings outside football grounds, alongside other operations. In addition we supplied advice and guidance to Euro 2020 and we continue to supply advice and guidance for COP26.

A COP26 Wellbeing Strategy is in place for the event which covers not only police and staff directly involved in the event but those supporting in the background and those maintaining business as usual (BAU) during event delivery. The strategy is inclusive of those on mutual aid.

Furthermore, Wellbeing are working closely with divisions on BAU delivery during COP26 and are engaged in a series of table top exercises in support of the Test and Exercise Programme. The COP26 team continue to hold a regular meeting dedicated to wellbeing and a tactical plan is in place to monitor wellbeing during the event which feeds directly into the Multi-agency Co-ordination Centre (MACC) from both an event perspective and BAU.

A wellbeing register continues to be maintained and will become a blueprint for future events. In addition, a learning log will be maintained during event delivery which will allow for organisational learning.

The new Complaint Handling Model continues to support the management of major events including welfare and wellbeing provision for officers and staff. The developed Post Incident Procedures (PIP) and structured plan for PIP deployments, owned by Professional Standards Division (PSD), also focus on the welfare and wellbeing of our people who find themselves involved in such incidents. PSD also have a dedicated Operation URRAM Planning, Welfare and Wellbeing Strategy.

Activity 66:

Continue to deliver and improve services available to support mental, emotional and physical wellbeing

Status

The Wellbeing team continue to work alongside the Eleos Partnership to deliver resilience training to staff and officers as part of the mental wellbeing programme. Following the suspension of all non-essential training due to COVID-19, a series of short video bites

focusing on stress, the environment and cognitive habits was launched on 06 April 2021 and were released on a weekly basis throughout Quarter 1.

Interactive MS Teams training recommenced on 21 June 2021 to deliver mental wellbeing resilience sessions across the organisation to managers and supervisors. These sessions are being offered as continuous professional development and are optional to attend. Since relaunching, 906 managers have completed training with a further 515 managers booked onto courses bringing the total number to 2,383. To support these sessions, the Police Scotland intranet contains information and all resources pertinent to the programme.

The mental wellbeing app entitled 87% continues to be well-utilised by officers and staff with approximately 4,200 accounts now created. Benchmarking against other emergency responders from across the UK demonstrates that our people using the app are 'doing well' in terms of employee wellbeing. In relation to wellbeing at work, Police Scotland are above average with 64% feeling valued, empowered and satisfied against the national benchmark which sits at 60.89%.

Police Scotland continue to develop a wellbeing dashboard which draws upon data gathered from all our wellbeing systems and processes. This dashboard will provide robust, meaningful information that the force Wellbeing team and local management teams across the Service will be able to use to strengthen workforce reporting, inform decision-making and to develop local People Plans.

Police Scotland conducted an internal spotlight campaign to raise awareness of our Trauma Risk Management (TRiM) service. A series of training courses took place via MS Teams as a recruitment drive to attract more volunteer assessors. As a result our volunteer cadre of trained TRiM assessors is now at an optimum 200 individuals across the country.

It is of note that the online TRiM training method trialled by Police Scotland has been adopted as UK best practice by TRiM UK. It has proven effective and allowed recruitment from rural areas whilst minimising abstractions, thereby saving time and money. A new CPD programme has been designed to ensure continued operational competence of the 200 assessors.

Furthermore, using data insights from our wellbeing systems and processes, a series of bespoke awareness packages are under development. These will be hosted on the Police Scotland intranet and available to all. These are a 'one stop shop' for themed support information, training and sign-posting.

A cadre of 156 Wellbeing Champions continue to volunteer across Police Scotland as a national resource to provide confidential wellbeing support and guidance to officers / staff by signposting them to the most suitable support service.

The Investigation Wellbeing Policy and Guidance is in the final draft stage and will be submitted into the governance structure for approval and sign off in October 2021, in conjunction with Employee Safeguarding Process. PSD guidance for Investigating Officers, including Welfare and Wellbeing was incorporated into the new, bespoke induction PSD training course and work continues with our key partners (Police Investigations and Review Commissioner (PIRC) and Crown Office) to emphasise the importance of reduced timescales and the impact on officer welfare.

OFFICIAL

Activity 67: Your Safety Matters - Improve support available to officers and staff when they are victims of assault. Progress prevention activity with regards to Your Safety Matters	Status
<p>The Your Safety Matters (YSM) Diamond Group, chaired by DCC People and Professionalism, continues to progress work streams. A number of key developments are being implemented, including enhancements to data collection, the release of lived experience videos and the formation of a Hate Crime Sub-Group which is focussed on the support available to officers and staff who are the victims of hate crime.</p> <p>Evaluation and feedback of the new enhanced Officer Safety Training is an ongoing process and feedback from students remains overwhelmingly positive. The review process with representatives from key business areas and external partners continues to implement and embed learning and key recommendations into business as usual.</p>	

Activity 68: Engage officers and staff with the 'Your Voice Matters' survey on people in future developments and decision making, with effective strategy and planning to respond to resulting actions	Status
<p>Following receipt of the high level organisational results, briefings were held with the Force Executive and key stakeholders including the Survey Steering Group, Diversity Network Chairs, SPA CEO & Chair, Forensic Services, Divisional Commanders / Heads of Service and People Partners.</p> <p>Communication was published on the intranet on 06 July 2021, highlighting to all officers and staff that high level results had been received and a commitment was made to provide further updates on progress.</p> <p>A paper providing an overview of the organisational results and the proposed next steps was presented to SPA People Committee members in September 2021 (private session). Further discussion and analysis of the results took place as part of the Executive planning day, where priority areas for improvement were discussed. These areas were further explored by the Survey Steering Group and a draft Improvement Plan has been produced. Work is ongoing with the Survey Steering Group, key stakeholders, and proposed action owners, to further develop the plan. Updates on the focus areas will be provided on a bi-monthly basis.</p> <p>Intranet communication on the high level results, an email message from the Chief to all officers / staff and the dissemination of the divisional results are planned for October 2021. The full report from Durham University Business School and proposed Improvement Plan will be presented to SLB, before progressing to the SPA People Committee Deep Dive (private session) and then SPA Full Board meeting.</p>	

Activity 69: Publish wellbeing study and support divisional People Boards to address issues	Status
<p>The Wellbeing Team continue to support Divisional Commanders by providing monthly updates at local Senior Management Team (SMT) meetings and local policing people</p>	

boards on wellbeing activity within each business area. The majority of divisions have now established a Divisional Wellbeing Coordinator as a distinct role, have designated a member of SMT to lead on Wellbeing activity and have established a Divisional Wellbeing Group with regular meetings to implement initiatives within their division. This is now supported by the establishment of a quarterly Wellbeing Governance Board to strategically lead and drive wellbeing activity across the organisation, aligned to strategic priorities.

The development of a wellbeing dashboard will support these forums by allowing us to draw upon data gathered from all our wellbeing systems and processes. This dashboard will provide robust, meaningful information that the force Wellbeing Team and local management teams across the Service will be able to use to strengthen reporting and inform data led decision-making.

The results of the 'Your Voice Matters' workforce survey will provide insight into the wellbeing of our workforce. By studying published results at an organisational and local levels, Police Scotland will develop robust plans to address issues and support management teams to take action to support the wellbeing of our officers and staff.

Activity 70: Implement outcomes of Smarter Working review, including enable flexible and agile working	Status
<p>As reflected in the Chief Constable's Commitments for 2021/22, Police Scotland is committed to ensuring officers and staff benefit from agile working practices introduced during our response to the coronavirus pandemic. It is imperative that Executive decisions are made on a holistic basis, balancing both the wellbeing needs of our workforce against the financial backdrop of the organisation and cognisant of our wider strategic ambitions for our estate and environmental responsibilities. To ensure the Executive are equipped to make informed strategic decisions about agile working, a test-to-change pilot will be conducted to gather information and evidence required to facilitate decision-making between now and April 2022.</p>	

Activity 71: Public consultation and wider engagement programme on the introduction of Body Worn Video	Status
<p>An Independent Ethics Advisory Panel was convened on 04 August 2021 regarding Police Scotland's use of Body Worn Video (BWV). Engagement was very positive and the BWV project team fed back the dilemma outcome to their Executive lead.</p> <p>A Public Consultation in support of national BWV ran from 01 June to 31 August 2021. Over 9,300 responses were received, covering individual members of the public, Police Scotland Officers and Staff, public sector organisations, charitable groups and other interested parties.</p> <p>The response, similar to the February 2021 engagement exercise supporting BWV for Armed Policing, has been overwhelmingly positive. From the two surveys carried out over 18,000 people responded to questions about Police Scotland's use of BWV. Of those who</p>	

took part, 82% said that its use would increase their trust in Police Scotland and 81% said it would increase their confidence in policing.

In addition, a number of engagement sessions have been run including internal and external Ethics Panels and a range of national stakeholders. The Scottish Police Federation, Association of Scottish Police Superintendents has confirmed support for BWV, as have COPFS and PIRC. Further engagement is currently is being finalised before analysis of the responses is carried out by Strategy and Innovation.

Activity 73: Implementation of Strategic Workforce Plan with an appropriately balanced workforce mix

Status

The Strategic Workforce Planning (SWP) Oversight Board continues to oversee all national SWP work streams. Via appointed 'leads', each work stream is driving forward plans to fully assess the service's current and future needs and to ensure robust practices and processes are implemented that optimises the people resources we have both now and in the future.

SWP dashboards went live across the business on 12 May 2021 and are available for use by all senior management teams providing real-time people data that can be filtered and sorted and will facilitate meaningful conversations and effective decision making about people issues.

Activity 74: Engage and support performance and development throughout the service

Status

Police Scotland's People and Development function launched a new strategic People Partnering model in Quarter 1 and is supported through the new HR Performance Board. Established in Quarter 2, this board identifies trending people issues at both local at national levels for action with senior management teams. Our training business partnering model involves regular and routine engagement with local senior management teams to identify and prioritise development needs that Leadership, Training and Development (LTD) can support.

Our MyCareer and leadership pathways performance conversation pilot has recently concluded and a full evaluation is being undertaken before further roll-out across the service commences.

A suite of management development programmes are currently being delivered across the service, each targeted, developed and delivered to specific ranks and grades of our workforce. 'Your Leadership Matters' is Police Scotland's newest leadership programme to be launched, focussing on our senior leaders and this ran successfully throughout quarters one and two of this financial year. Operational and specialist training continues to be delivered across the country and is determined by priority and essential needs to ensure ongoing operational competence and resilience.

Targeted discussions are being held with specific business areas to explore the opportunities to run modern or graduate apprenticeship schemes.

Online learning and continuous professional development opportunities continue to be offered across the organisation to those interested.

Activity 75: Enhance leadership training considering recommendations from the HMICS Thematic Inspection of Police Scotland Training and Development	Status
<p>A total of seven out of the 17 HMICS recommendations have been discharged and a further four are with HMICS awaiting closure.</p> <p>Your Leadership Matters Senior Leadership Programme has been delivered by Ernst and Young to 246 senior leaders across Police Scotland. The evaluation of the programme has been completed and will be reported in future.</p> <p>First Line Manager training continues to be provided via a blended approach of both online distance learning and face-to-face workshops. Along with demand planning and projections the blended delivery method provides the facility to deal with demand efficiently and effectively.</p> <p>A full communications strategy and plan for MyCareer and Leadership Pathways has been developed and delivered to support ongoing pilot and evaluation activities and to support the approach to full rollout. A range of associated CPD products for staff development has been developed, published and promoted.</p> <p>A systematic approach to the use of coaching and mentoring has been developed as part of core leadership and management training - 200 application forms have been received from officers and staff to join the National Mentoring Programme thus far.</p>	

Activity 77: Promotion of ongoing mentoring scheme and approach to coaching	Status
<p>The National Mentoring Programme continues and is progressing well. A total of 341 applications have been received with the following breakdown: West 108, North 38, East 58 and 137 from all other divisions. A coaching approach is encouraged in all leadership programmes with content included to develop coaching knowledge and skills.</p> <p>In addition, 111 colleagues attended the Introduction to Coaching CPD Empower Hour by the end of August 2021. Executive and Senior Manager coaching continues with our 3rd party supplier with 178 sessions booked to end of August 2021.</p> <p>'Your Leadership Matters' encouraged a coaching approach to leadership, access to coaching pods and online coaching modules. The programme concluded in July 2021 and there are discussions ongoing on how to include more coaching support for the next phase. There are also learning materials for coaching in the online learning resource 'HowTo' for all colleagues to access at any time.</p>	

Activity 78: Increase engagement with the Digital Skills Academy to help our people develop their skills.	Status
<p>The Digital & Data Skills Academy (DDSA) has now successfully completed the pilot program of courses and has delivered a full training cycle for a cadre of Police Scotland officers. The six officers from various digital investigative disciplines across Police Scotland’s operations have now finished the Advanced Learning Pathway achieving accreditation as Cisco Certified Network Associates which qualifies them as UK Law Enforcement “Digital Network Investigators”.</p> <p>Work has been completed on the processes required to ensure that we continue to identify, screen and train the most appropriate officers / staff from across Police Scotland, and the wider UK Law Enforcement community.</p> <p>A number of internal and external communications advertising the achievements of the DDSA and the opportunities available have been produced and circulated in line with our engagement strategy. During project development extensive engagement was carried out with external partners including National Crime agency (NCA) / TRACER, Association of Chief Police Officers (ACPO) forces, Police Service Northern Ireland (PSNI) and College of Policing.</p> <p>Work continues to refine the course content to ensure that we are maximising the investment made in the academy and delivering this high level training to those within Police Scotland who can utilise it to support our policing priorities most effectively.</p>	

Activity 79: Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty	Status
<p>'The Joint Equality Outcomes for Policing 2021' and 'E&D Mainstreaming and Equality Outcomes Progress Report (2019-2021)' were both published as planned on the 30 April 2021. In addition, work is ongoing to develop Easy Read and British Sign Language (BSL) summary versions to support our diverse communities.</p> <p>The Equality, Diversity and Inclusion (EDI) HR Strategic Oversight Board continues to meet every two months and provides robust leadership, direction and scrutiny over all EDI activities across the organisation.</p> <p>'Truth to Power' discussion sessions have been held between staff associations of a number of protected characteristics and members of the Executive to aid a deeper understanding of the barriers colleagues in these groups face, and to inform action planning to reduce identified barriers.</p> <p>A review of current divisional and local People Plans is in progress to ensure they align with the EDI HR strategic oversight board priorities.</p> <p>Police Scotland is currently working to achieve LGBT Charter at foundation level. Within the Police Scotland recruitment function is a Positive Action Team who reaches out to under-represented groups within our communities to promote and support applications from these groups into policing.</p>	

Activity 80: Proactively promote and support equality and diversity initiatives	Status
<p>Police Scotland fully participated in Carers week 2021 with a number of articles and announcements communicated across the organisation. A development programme entitled RISE (Raise, Improve, Support and Empower) was designed by our Leadership and Talent Team and was delivered to support 15 BME females from various ranks and roles across policing. Following evaluation it is hoped to expand this programme.</p> <p>Police Scotland's Joint Equality Outcomes for Policing will be published by the end of Quarter 2. Work continues at all levels of management and key corporate departments stakeholders to support and monitor the delivery of the outcomes across the organisation.</p> <p>To assist, communications and tools are being developed to support stakeholders in understanding the Equality Outcomes and their role in mainstreaming them. Engagement sessions are being arranged to ensure partnership working is established to support local mainstreaming work and Executive level engagement sessions will continue in Quarter 2 to stimulate conversation and ideas about how best to lead mainstreaming of the equality and inclusion agenda into local people plans.</p>	

Activity 81: Consider the recommendations from the Dame Angiolini's Independent Review of Police Complaints	Status
<p>Professional Standards Division (PSD) continue to lead on this work on behalf of Police Scotland (PS) and remain actively engaged with all key partners in discussions, negotiations and responses to the recommendations. Regular meetings occur with relevant stakeholders, including ACC Professionalism and Assurance Dame Elish Strategic Oversight Group (SOG). Police Scotland is tracking 34 recommendations, eight of which are not for PS to lead, but as there is a reliance on PS in terms of discharge with other lead agencies, we will work in partnership with lead agencies to support and discharge where necessary. To date, six recommendations have been agreed as discharged at the SOG. HMICS have agreed to review those recommendations PS has evidenced for closure and work is ongoing to organise that independent review and scrutiny of work to date. Over the coming months it is anticipated that a further 10 recommendations will be discharged. In addition, Police Scotland actively engaged with partners and has supported the discharge of four recommendations led by either COPFS or PIRC.</p>	

**Strategic Outcome 5:
Police Scotland is sustainable, adaptable and prepared for future challenges**

Objectives:

Use innovative approaches to accelerate our capacity and capability for effective service delivery

Commit to making a positive impact through outstanding environmental sustainability

Support operational policing through the appropriate digital told and delivery of best value

Activity 82: Project future challenges to develop rolling calendar considering national and local campaigns

Status

Analysis and Performance Unit (APU)/Demand and Productivity Unit (DPU)

APU / DPU provide forward planning and regular threat updates to the Operational Delivery Board and Regional Delivery Boards. DPU are continuing to develop Police Scotland data science capability and demand baseline products to provide valuable insight into future challenges to inform strategic workforce planning and operational response.

Events Policing and Demonstrations Unit

The Event Policing and Demonstrations Unit (EPDU) continue to facilitate the Events Professional Reference Group. This comprises of Emergency Event and Resilience Planning (EERP) and Local planning teams, including invitees from key stakeholders, where events policy and delivery is examined as part of a structured quarterly agenda and incorporates advanced consideration of events and demand. This is further supported by ongoing bespoke provision of a protest and demonstration 'Horizon Scan' document which affords strategic and tactical consideration of forthcoming demand and risk. This feeds both a weekly strategic overview structure and daily resource management and tasking structure, chaired by EERP.

The Events, Protests & Demonstrations Coordination Unit based within Operational Support participate in the National Events Working Group, National Police Co-Ordination Centre (NPoCC), chaired by DAC Taylor of the Metropolitan Police Service. The National Events Strategic Assessment is discussed in this forum which covers the likely challenges and impacts to police on the re-emergence of events across the country.

Road Policing

Road Policing work closely with Transport Scotland to understand previous collision trends and identify emerging trends. This work is supported by Police Scotland Analysts who in turn produce detailed problem profiles identifying specific casualty classes with particular focus on vulnerable road users.

The information is shared with colleagues and partners at meetings such as the Tactical Options Working Group chaired by Road Policing and the Road Safety Governance Board Chaired by ACC Crime and Ops Support. This sharing allows local policing in collaboration with Road Policing to direct patrols and resources to the greatest areas of risk in an effort to reduce harm on our road, assisted where appropriate by our key partners.

The analysis also ensures campaigns are delivered at the correct time of the year to ensure their effectiveness and impact. An in-depth fatality study has been commissioned as a result of Transport Scotland providing funding for an Intelligence analyst for an 18 month period. It is anticipated this project will commence late September 2021. The results of which will help inform and shape future campaigns and assist our key partners with regards actions and interventions they may take to reduce collisions.

Road Policing divisional Inspectors are embedded within the local policing command structure which allows for local issues to be addressed and supported by national resources if required. These local issues can then be considered and discussed at future meetings and considered as national campaigns moving forward. This was evident with Operation SNAITH, a locally run road crime disruption initiative which was run as a pilot in July 2021 and will now be incorporated into next year's campaign calendar.

Specialist Crime Support

SCD Serious Crime Prevention Order (SCPO) Unit is in the process of developing a new national process that is specifically designed to 'future proof' our processes and takes account of the ever changing nature of crime and how we can remain focussed on national / local priorities. Examples include a growing focus on Cyber Crime and an increased use of technology.

SCD International

The International Bureau has successfully navigated the Force through the EU Exit with minimal disruption to quality of service. Our involvement with the Joint Operating Model (JOM) will ensure that we remain alert to any future challenges and current in terms of process, technology and training.

SCD Public Protection

SCD Public Protection work closely with colleagues from Corporate Communications and ensure representation at meetings with senior staff. This ensures early engagement of upcoming campaigns, and close cross departmental working. The product is tracked with a 'Public Protection Communications Planner' which is reviewed monthly at SMT Meetings. Such engagement drives regular national and local campaigns, as well as reactive work.

Intel Support

The National Intelligence Review concluded in June 2021 with 46 recommendations for change which will require to be delivered as part of the Intelligence Policing Programme. Delivery of the key recommendations, undertaken as part of a detailed implementation plan in concert with other key change initiatives, should enhance integration and coordination of intelligence activity and maximise positive policing outcomes.

Once implemented, the proposals contained within the National Intelligence Review will provide Police Scotland with an integrated, agile and innovative intelligence capability, with clearer grip and an oversight of national intelligence priorities and risks. This will support the organisation to deliver against the breadth of strategic priorities.

Organised Crime and Counter Terrorism Unit (OCCTU)

National engagement with key partners ensure that any national and / or local campaigns are co-ordinated and managed through the correct communications platform and process.

Major Crime

Major Crime have identified a lack of Counter Terror-trained Family Liaison Officers. As such, training is currently ongoing to build a sustainable cadre of suitably trained officers to cover the demands that COP26 may press on Police Scotland. Analysis on demand is undertaken regularly.

Activity 83: Seek out shared learning and training opportunities with external partners and other Police Services	Status
<p><u>COP26</u></p> <p>Learning has been gained from previous COP's hosted internationally, along with the valuable learning that has come from the external audits / reviews that have been completed by Metropolitan Police Service, HMICS, Azets UK and an Independent Advisory Group.</p> <p>The recent G7 event held in Devon and Cornwall, along with the European Football Championships in Glasgow have both been attended by COP26 planners to help gain insight and subsequent learning.</p> <p>Elected members, human rights groups and members of the media attended a public order training session at the end of August 2021 to demonstrate first-hand how Police Service of Scotland integrate human rights considerations into the training and planning of COP26 with the subsequent feedback and learning incorporated into plans.</p> <p>Police Scotland continue to work alongside Glasgow City Council and recently supported Get Ready Glasgow's Transport Scotland's business and stakeholder event in September 2021 which also marked 50 days until the start of the conference. This online event provided information on the transport plan and on how businesses should prepare for the Conference and again feedback provided to all agencies to help strengthen plans.</p> <p><u>Strategy, Insight and Innovation</u></p> <p>A key element of the Strategy, Insight and Innovation (SII) people plan refresh has included a review of training and development opportunities, understanding gaps and needs in order to upskill our teams.</p> <p>Engagement with external partners has included consultation with the service design academy to understand shared learning and funding opportunities. A scoping exercise is underway to understand how we can collaborate with Glasgow City College and the Scottish Institute of Innovation and knowledge exchange (IKE) to accredit in house Innovation boot camps.</p> <p>Additionally the Innovation team are actively engaging and participating in Interpol's shared learning sessions and portal discussions with forces from around the world.</p> <p><u>Rape and Sexual Crime</u></p> <p>The National Rape Review Team (NRRT) continue to receive optimistic monthly reports from Rape Crisis Scotland (RCS), on Police Scotland's response and performance from survivors concerning the investigation of reports of serious sexual offending. Survivors in all areas of Scotland continually provide encouraging and constructive feedback praising the efforts and engagement of SOLOs in both recent and non-recent reports. This information in turn, is also shared with Divisional managers for onward transmission amongst staff to promote learning.</p> <p><u>Partners Intelligence Portal (PIP)</u></p>	

At the most recent meeting of the PIP Group, all SCD Public Protection business areas agreed to progress work to have national partners trained. Use of the portal continues to be rolled out to non-statutory partners. The Care Inspectorate has been provided an input and have agreed to a trial period proof of concept. The first stage will be to have identified staffed formally trained.

Adult Support and Protection (ASP) Training

In the absence of Level 1 training being provided by Local Authorities, an ASP Policy-led short life working group (SLWG) is progressing development of training in tandem with e-Learning to address this gap and improve awareness of ASP across the organisation. It is anticipated Level 1 will be delivered by autumn, which will be followed by the progression of Level 2 training for ASP Force Champions.

Major Crime

Major Crime continually seek out shared learning and training opportunities with both external partners and other forces. Most recently the Operation URRAM team have participated in a debriefing with colleagues in Devon and Cornwall regarding G7.

Senior Officers are attending the National College of Policing and being trained in respect of PIP 4, (Strategic Management of Critical Incidents), with the intention of building this into the Investigators Development Programme for senior Detectives and thereafter the potential roll out to Senior Officers.

Major Crime have also identified a lack of Chemical, Biological, Radiological or Nuclear (CBRN) trained pathologists within Scotland and are liaising with the lead for UK National Disaster Victim Identification Unit to have three additional pathologists and five APT's trained in advance of COP26.

Organised Crime and Counter Terrorism Unit (OCCTU)

In support of shared learning, the Police Scotland CT Operational Development Unit (ODU) continues to co-ordinate and drive forward the CT Organisational Learning and Development (OLD) 'end to end' process to ensure that learning identified is pro-actively assessed and progressed to become a 'lesson learned'. The CT OLD process and governance of the same adopts a collaborative approach with Police Scotland thematic leads, key external partners and stakeholders engaged. Furthermore, as part of the UK CT Network, the Police Scotland CT ODU actively engages with UK CT Network regions in the development and delivery of the OLD agenda and the processes therein.

The Police Scotland CT ODU also actively engages with external partners and Police Services from across the UK CT Network in the development and delivery of CT training in Scotland. This collaborative approach has been key to Police Scotland's ability to enhance capability and capacity across a number of key CT specialisms in preparation for COP26 in addition to supporting business as usual.

Again, as part of the UK CT Network, Police Scotland engages closely and regularly with the UK CT Network in support of development and delivery of the National CT Training Programme in Scotland to ensure optimum interoperability and preparedness.

Key objectives of the Joint Operating Principles Working Group (Scotland) (JOPWGS) is to ensure capability to respond to a Marauding Terrorist Attack (MTA). This is done by reviewing, testing and exercising the capability against the threat and sharing lessons learned from other exercises and incidents, as well as developing and sharing multi-agency doctrine and training materials. The group meets quarterly and has wide representation, including the three blue light services, British Transport Police (BTP), Civil

Nuclear Constabulary (CNC) and SMARTEU.

Firearms Officers

Specialist Services continue to develop current Specialist Firearms Officers (SFO) to Counter Terrorist Specialist Firearms Officers (CTSFO) by way of a Nationally accredited CTSFU upskills course. In addition officers within the Armed Response Vehicles (ARV), who have been identified as suitable for development to the CTSFO role profile, will be upskilled via a Nationally accredited CTSFO Pathway course.

Road Policing

Road Policing work closely with Transport Scotland to understand previous and emerging trends in relation to collisions. This work is supported by Police Scotland Analysts who produce detailed problem profiles identifying specific casualty classes with particular focus on vulnerable road users. The information is shared via the quarterly Tactical Options Working Group chaired by Road Policing and attended by key partners and practitioners. This allows road policing to direct patrols to the greatest areas of risk in an effort to reduce harm on the road network.

This work helps shape and drive the Road Safety Calendar activity and ensures appropriate partner engagement and involvement. This was evident in the recent Seatbelt Campaign undertaken between Monday 24 May and Sunday 13 June 2021. Focussing on reducing the number of casualties resulting from road collisions and creating a positive impact on driver behaviour, the campaign was supported by Road Safety Scotland in conjunction with the Good Egg Safety charity who provided advice and guidance on the fitting of child seats and restraints. During the campaign, officers detected 154 seat belt offences. In conjunction with Good Egg Charity, officers carried out 214 child seat checks. 134 (63%) of these checks found that the child seat / restraint was incorrectly fitted. 40 (19%) were found to have major faults and 11 (5%) were found to be incompatible with the vehicle.

Road Policing area commanders also attend regional deliver boards to share information and provide support to and seek divisional support for local and national campaign activity.

Road Policing are embedded within the National Police Chiefs Council (NPCC) and the National College of Policing structures. This ensures a reasonably practicable joint organisational learning, with forums to discuss similar issues and demands across the country.

This has been particularly evident when developing and working through the current Section RTA 5A blood sample demand and analysis process. Police Scotland and Forensic Services have attended several national meetings to understand process developed in England and Wales which can be used within Scotland.

Force memos have been developed in partnership with DVLA, to enhance our officers' knowledge and understanding on how to report medical conditions with a view to having a drivers licence revoked. This will not only have significant road safety implications but ensure those who are medically unfit to drive are signposted to appropriate medical care.

Emergency and Resilience Planning (ERP)

ERP continue to be involved in a variety of testing, training and exercising programmes that promote and develop Joint Emergency Services Interoperability Principles (JESIP) both internally and alongside other initial responders.

These include the delivery of 'Operational Command Training' at the Police Scotland College, delivery of inputs to blue light responders at the 'Joint On Scene Incident Commanders' (JOSIC) course and detailed and assessed input within the 'Emergency Procedures Advisor' (EPA) course.

ERP further deliver inputs to both the Scottish Ambulance Service (SAS) and Scottish Fire and Rescue Service (SFRS) on their respective Command Training courses.

Furthermore, Police Scotland has embarked upon an intensive and extensive testing and exercising programme in preparation for COP26. This has involved working with a wide variety of agencies across a number of local, regional and national scenarios.

Leadership, Training and Development

Leadership, Training and Development (LTD) continues to identify opportunities across departments to engage with external partners and policing services including:

- Ongoing liaison with Metropolitan Police and training support from third party experts to develop enhanced operational safety training.
- Work with Scottish Ambulance Service to improve operational first aid training and policy.
- United Kingdom Strength and Conditioning Association to support development of police strength and conditioning programs.
- Third party commercial providers to train officers and staff to develop online and audio visual training in order to increase accessibility to training.
- Third sector representatives to provide in-depth Equality, Diversity and Inclusion training for operational and operational safety instructors.
- Leading academics to provide tailored unconscious bias training to operational safety trainers.

Through the National Complaint Handling Delivery Group, Professional Standards (PSD) remain engaged with all partners in relation to Complaint Handling. Work remains ongoing with SPA and the Crown Office in relation to Conduct Regulations and Guidance, and a number of key partners including PIRC, Crown Office and Staff Associations are all involved in training and development of Post Incident Procedures. PSD regularly interact with colleagues in England and Wales and will continue to do so as we continue to address the recommendations of the DEA review.

Activity 84: Create and develop new opportunities to maintain and enhance national and international partnerships as the UK adapts to a new relationship with Europe, providing access to effective international mechanisms which will enable our people to disrupt globally enabled serious organised crime with the greatest impact on our communities	Status
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Specialist Crime Support

SCD SCPO Unit is forging strong links with our counterparts in the Home Office, NCA, Regional Organised Crime Units and others, developing and sharing best practice regularly.

SCD International

Police Scotland International Bureau continues to develop and cultivate new relationships within the Foreign Law Enforcement Community (FLEC). The International Bureau will

ensure it is at the forefront of opportunities to develop our staff and investigative capability. In addition we are also engaged with Europol and Interpol and are stakeholders in joint training of systems such as SIENA (Europol).

Organised Crime and Counter Terrorism Unit

Police Scotland continue to liaise and enhance partnership working within Europe and beyond by identifying and forming new collaborative partnerships with other agencies and law enforcement authorities globally. This will ensure an information and learning partnership environment and a joined up approach to tackling serious and organised crime.

Cyber Strategy

Police Scotland Cyber Strategy Team have recently engaged with a number of partners both nationally and internationally during the research and development phase of the program.

Recent engagement with the FBI has developed a very positive, fruitful relationship whereby knowledge experience relating to cybercrime has been shared and dissected. An example of this partnership approach saw some discussion around a training course developed by the FBI to assist front line police officers dealing with cyber-related crime. The course was thereafter demonstrated and full access provided to allow Police Scotland to research and evaluate for future training courses.

A number of other international partners have engaged with Police Scotland Cyber Strategy team including the Australian Federal Police and Dubai Police. Discussions are ongoing in order to form new relationships and partnerships to share good practice and knowledge to enhance the global picture.

SCD Public Protection (PP)

SCD Public Protection supports organisational learning through the use of 4Action within our business area. As one of the first divisions to utilise this system we ensure organisational learning is captured in a repository which can be monitored by support departments with work-streams allocated appropriately. 4Action assists in monitoring actions within defined timescales, and allows for lessons to be shared across different business areas.

Recent engagement has taken place with Rape Crisis Scotland victim commissioner groups for divert feedback on services and improvements.

SCD Public Protection continue to undertake divisional reviews, utilising the specialist knowledge of teams. Where appropriate, we continue to liaise with external partners and assist in capturing shared learning and exploring training opportunities across organisations.

SCD National Human Trafficking Unit (NHTU) have engaged with Justice and Care UK, with agreement for a Victim Navigator secondment to NHTU for the next two years. The Victim Navigator will engage with vulnerable victims to risk assess their needs, ensure they understand the National Referral Mechanism (NRM) process and support them to improve engagement with and through the criminal justice process.

They will also work with other third sector partners to ensure the full range of support services including repatriation is available to the victim. The Victim Navigator will also act as a bridge between identified victims of Modern Slavery and Human Trafficking and police officers to bring exploiters to justice.

Police Scotland sit and participate on NPCC Boards as appropriate including Online Child Abuse and Pursue Prevent.

Activity 86: Continue to transform our corporate support services to create maximise use of resources

Status

Electronic Document and Record Management System

The supplier has commenced scanning Police Scotland HR documents, with weekly checkpoint reviews in place. To date over 200 boxes have now been scanned and ingested into suppliers own infrastructure (approx. 5,000 HR Files).

A disaster recovery design approach has been agreed and applied between ICT and the supplier. The production and test environment builds have been completed along with installation of business solution in all three environments. The XML importer which will be used to upload the bulk data into the Police Scotland infrastructure has been configured and tested.

The data transfer method between the supplier and Police Scotland has been detailed in a clear statement of work and approved by Information Management. The bulk data ingest is currently being tested for the production environment and requirements summary created to support the system and user acceptance testing.

eRecruitment

The eRecruitment system was launched successfully on 31 May 2021 with staff vacancy functionality. 46 vacancies were keyed into the new system so that they were available to applicants at Go-Live. There are already 1,920 applications in the system within the first month of running, with the first external candidate applying within nine minutes of service launch.

Stakeholder communications were issued, with specific communications for HR Shared Services and Vetting as system users. Website / Intranet changes required for Go-Live were carried out as planned.

Guidance packs for the various roles who will use the system are complete, and sessions are being scheduled with hiring managers, HR Shared Services and Vetting as appropriate. Training for the recruitment team is complete, and environment available for ongoing training.

The focus through to the end of July was to complete the User Acceptance Testing and carry out detailed preparations for the launch of Officer Recruitment and Transfers functionality.

VR/VER

The planned VR / VER releases, resulting from the Transforming Corporate Support Services (TCSS) projects have taken place as scheduled.

SCoPE Review

Individual briefing sessions have been scheduled with Corporate Directors and the Deputy Chief Officer to present the findings of the functional and technical review of SCoPE, prior to a discussion at the TCSS Programme Board. A Business Justification Case is being

drafted to take forward the proposed option. The project will be incorporated within the Employee Partnership Forum (EPF) programme.

Activity 87: Capture, prioritise, monitor and implement change recommendations from external audits and reviews

Status

APU / DPU are making good progress in implementing recommendations identified in external audit activity. This is tracked and monitored with support from our Audit and Assurance colleagues.

We have adopted a bespoke action management system to capture and monitor recommendations. We are working on ways in which we can improve the prioritisation of high profile / important recommendations and for the first time we have started to identify themes and dependencies so that we can start to prioritise which recommendations will have the highest impact on making improvements.

DEA remains the primary focus for the department however at a more local level, recommendations by PIRC and Crown Office e.g. Death Following Police Contact or Death in Police Custody are managed, administered and overseen by Professional Standards (PSD) on behalf of Police Scotland. This remains a frequent and ongoing process.

Additionally, through the National Complaints Handling Development Group (NCHDG), external PSD audits by SPA and PIRC are undertaken and facilitated, which in turn will lead into PSD's own internal audit.

Activity 88: Encourage innovation, problem solving and streamlining of structures and processes

Status

The Innovation team are supporting colleagues across the organisation to promote and encourage innovative problem solving through insight, evidence and creative solution development. We are working alongside safer communities to re-design the referral process to put those affected by crime at the forefront.

We are collaborating with partners including Scottish Water to provide water taps at staging posts, removing the need for single use plastic during COP26, a project that will hold a legacy for future events.

We are working in partnership with the Dive & Marine unit and Ultimate Boats to design a purpose build rib boat that is fully recyclable.

Alongside this we worked jointly with Scottish Government to successfully test explainable AI, proving that this technology can be used safely and ethically in policing. Other work has included consultation on the National Intelligence Review and key strategic programmes to encourage innovative thinking, recommendations and outcomes.

Activity 89: Implement Police Scotland's Environmental Strategy	Status
<p>Environmental Strategy has now undergone an internal audit. From this, a detailed Implementation Plan is now at draft stage with Chief Financial Officer (CFO) and Risk and Audit committee will approve when satisfied. In addition to this, KPIs have been developed to monitor progress in individual projects as well as to monitor overall environmental impact.</p>	

Activity 90: Embed environmental sustainability into the delivery of the policing of large scale events, such as COP26	Status
<p>A specific Environmental Strategy and Action plan has been created for COP26 and aligns with UK Government. The COP26 Gold Strategy specifically references "ensuring police Scotland embraces a sustainable approach to the planning and delivery of the event."</p> <p>In line with the strategy, all main planning offices have sufficient recycling points. Carbon Literacy training is being delivered to the Operation URRAM planning team by 'Keep Scotland Beautiful' in partnership with Glasgow City Council.</p> <p>The seven sustainability Governing Principles for Sustainability Development have been incorporated into the action plan. Examples include:</p> <ul style="list-style-type: none">• The use of electric vehicles.• Reduced transportation to meetings.• Exploring opportunities for life water bottles for officers to reduce single use water bottles.• Ensuing procurement principles meet sustainable requirements including electric transport and single use plastic reduction.• Reviewing deployment plans for operational delivery, ensuring that police officers can report to their nearest Divisional Collection Point, reducing our carbon footprint.• A consideration for bicycles recovered as found property to be returned to community organizations at the end of legislative time periods. <p>The legacy footprint resulting from the Operation URRAM approach will be the subject of a full debrief report to capture and mainstream the environment and sustainability approach for future organisational operations.</p>	

Activity 94: Support ongoing development of virtual courts	Status
<p>Criminal Justice Services Division (CJSD) are committed to making virtual courts work and work alongside our partners in the courts system to provide assistance.</p> <p><u>Virtual Custody (VC) Hearings</u></p> <p>Police Scotland and The Scottish Courts and Tribunals Service (SCTS) Project team have been mapping out the end-to-end process and reviewing any pinch points, as well as establishing the potential needs from all stakeholders, to progress VC based on the fully virtual Falkirk Pilot. To date we have 32 VC kits across 23 custody suites, 14 of which run</p>	

on a daily basis with GeoAmey in place to facilitate them. To date over 8,500 hearings have been completed since inception.

Virtual Summary Trials

A number of Summary Trials have taken place at Aberdeen Sheriff Court with police officers giving evidence remotely. Officers have given evidence remotely from an evidence giving room established at Queen Street Police Office in Aberdeen.

Further cases have been scheduled with the intention to incrementally increase the numbers over the following weeks to nine trials per week.

Remote Provision of Police Witness Evidence

Police Scotland Officers have successfully given evidence remotely to three High Court Trials. Feedback from the officers has been extremely positive. No issues or concerns were identified during debrief with Scottish Courts and Tribunal Service (SCTS) / COPFS. A number of Evidence Giving Rooms have now been established across Police Scotland Estate with suitable IT in place to be used when necessary.

Activity 95: Implement the Data Ethics Strategy and related business cases	Status
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The Data Ethics Strategy and the accompanying Governance Framework were approved at SLB, and the implementation of the Data Ethics Governance Framework will now commence and is planned for completion by April 2022. The next steps include socialising with external stakeholders, including SPA and Scottish Government, and also to continue to trial the Data Ethics triage process with new projects (already trialling with CAID, Data Drives Digital & DESC).

- The Data Drives Digital business cases are now in project delivery phases.
- The CDO Target Operating Model project is currently in the final stages of the staff consultation process and is due to go back to Joint National Consultative Committee (JNCC) in October.
- The Master Data Management project is in latter stages of requirements phase. Contracts signed with vendor Civica. Now working in partnership.
- The Force Wide Analytics project has started the requirements phase. Contracts agreed with the vendor SAS. Now working in partnership.
- The GDPR project is nearing completion of contract agreement with the vendor AIM.

Activity 97: Review and implement the re-design of analytics services for policing in Scotland	Status
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The Analytics and Demand Transformation Initial Business Case was approved at the Change Board in May 2021.

In line with the NIR, preparatory work began in July 2021 to re-parent all Local Policing and SCD Criminal Intelligence Analysts to the line management of the Head of Intelligence within SCD and this line management change will 'go live' in October 2021 through SCOPE change. All other areas will remain under the management structure of

the Director of Strategy and Analysis. This proposal was taken through JNCC on 01 July 2021.

In parallel, preparation for transformation activity to improve the capability, capacity, career paths and working environment of our people will be progressed as we finalise the Full Business Case for transformation this year.

Engagement and communication with staff on progress and proposals will take place in August 2021.

Activity 98: Develop integrated national ICT solutions for crime, productions and warrants, reducing duplication, supporting mobile working and allowing decommissioning of legacy IT systems

Status

Core Operational Solutions, as part of the Digitally Enabled Policing Programme, is developing a suite of applications in support of a national information management system. Productions was implemented nationally in 2020, with the Warrants module implemented into Tayside Division in March 2021. Delivery of Crime with Mobile (Pronto) integration, Case, associated dashboard and workbasket capability, Insight search plus legacy data migration was implemented as a pilot on 28 September 2021 into Tayside Division. Highlands and Islands Division implementation will follow in early 2022, with rollout to the rest of the divisions completing Autumn 2022.

Activity 99: Develop integrated national ICT solutions for crime, vulnerable people, productions and warrants, reducing duplication and allowing decommissioning of legacy IT systems

Status

Core Operational Solutions, as part of the Digitally Enabled Policing Programme, is developing a suite of applications in support of a national information management system.

DPU / APU are supporting the roll-out of Core Operational Solutions (COS), working closely with our ICT colleagues to develop and define reporting, analytical requirements and undertake user acceptance testing across new systems including PENTIP and National UNIFY.

Work is ongoing to support the decommissioning of ScOMIS, with the majority of reporting now transitioned to SEB-P and continued development of new and improved reporting, utilising new tools such as PowerBI and Report Builder.

Productions was implemented nationally in 2020, with the Warrants module implemented into Tayside Division in March 2021. Delivery of Crime with Mobile (Pronto) integration, Case, associated dashboard and workbasket capability, Insight search plus legacy data migration was implemented as a pilot on 28 September 2021 into Tayside Division. Highlands and Islands implementation will follow in early 2022, with rollout to the rest of the divisions completing Autumn 2022. Vulnerable Persons will be considered as part of Phase 3 of Core Operational Solutions, which is expected to commence in early 2022.