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| Meeting | SPA Policing Performance Committee |
| Date | 17 November 2020 |
| Location | Video Conference |
| Title of Paper | Annual Police Plan 6 Month Progress Report |
| Presented By | Tom McMahon, Director of Strategy and Analysis |
| Recommendation to Members | For Discussion |
| Appendix Attached | Yes Appendix A – Annual Police Plan Bi-Annual Progress Report 2020/21 |

PURPOSE

The purpose of this paper is to present the Annual Police Plan Bi-Annual Progress Report 2020/21.

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 revised performance framework on 01 April 2020. 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 2020/21 Performance Framework is aligned to Police Scotland's five strategic outcomes, underpinned by 15 strategic objectives as detailed in the APP 2020/21.
- 2.2 During the development of the revised Performance Framework, it was recognised that in addition to the quarterly performance reports there was a requirement for an additional report which would provide and update on the 117 activities detailed in the APP.
- 2.3 It was agreed that Police Scotland would produce two distinct but complementary reports as part of the Performance Framework for 2020/21:
 - Annual Police Plan Bi-Annual Progress Report
 - Quarterly Performance Report
- 2.4 The APP sets out five strategic outcomes, each supported by three distinct strategic objectives. This report provides a specific update on activity aligned against all 15 strategic objectives.
- 2.5 The status of each activity is categorised as follows:
 - Green – The activity is complete

- Amber – The activity has a timeframe for delivery and is currently in progress
- Red – The activity has been deferred beyond 2020/21
- Purple – The activity has no timeframe for delivery and will continue to progress

2.6 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 reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community impact 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.

Police Scotland
Annual Police Plan Bi-Annual
Progress Report
Quarter 2 2020/21

Contents

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

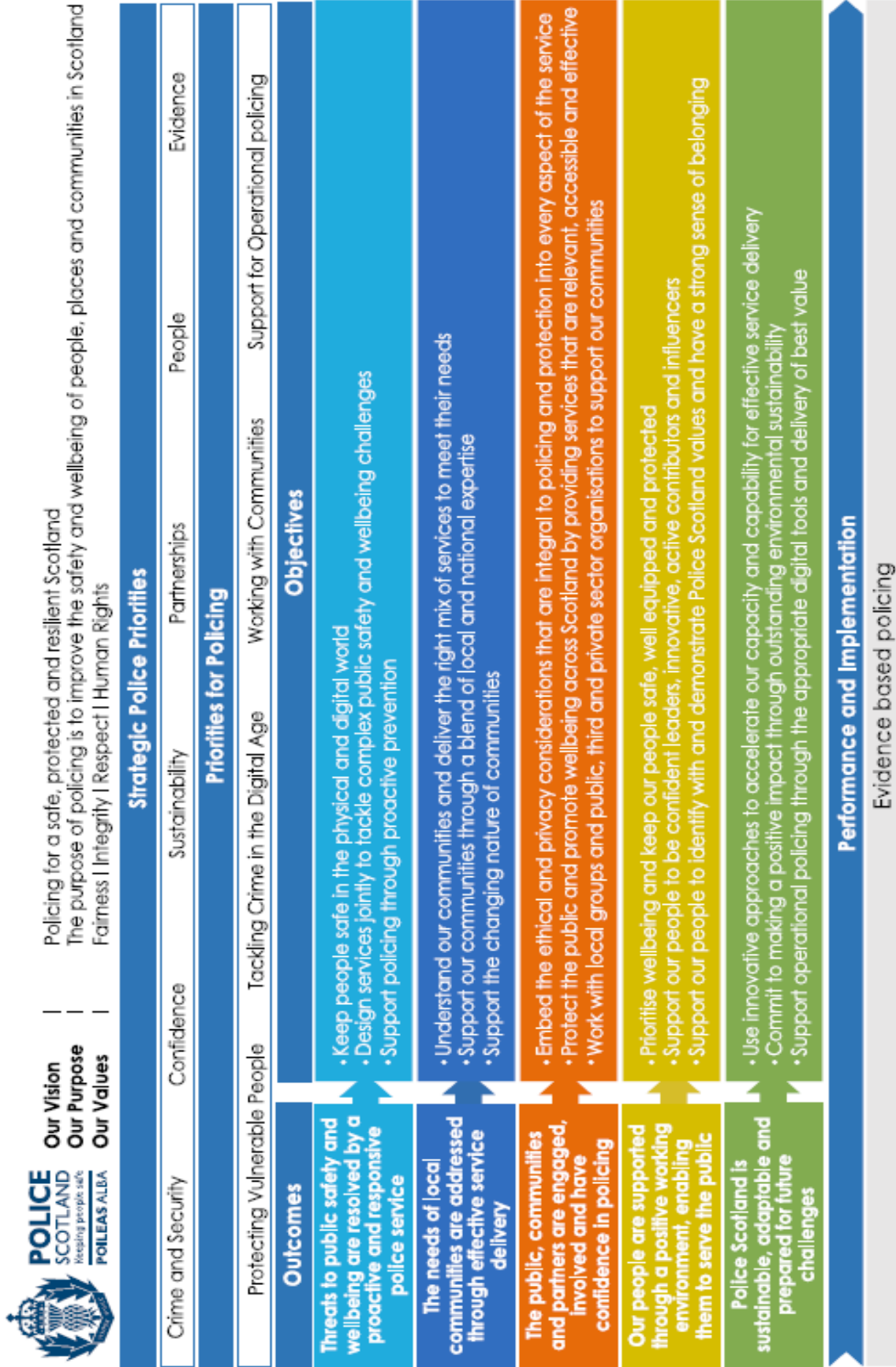
Public, communities and partners are engaged, involved and have confidence in policing

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 2020/21 summarises what we will do this year to make progress against our strategic outcomes and priorities for policing. Our outcomes focused performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. In the development of our Performance Framework 2020/21, it was recognised that there was a requirement for an additional report which would provide an update on the 117 activities detailed in our Annual Police Plan.





To address this challenge it was agreed that Police Scotland would produce two distinct but complementary reports as part of the Performance Framework for 2020/21.

- 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.



This report details the current status of each activity as follows:

| | | | |
|---|--|---|---|
|  Complete |  In Progress |  Deferred |  Ongoing activity |
| The activity is complete. | The activity has a timeframe for delivery and is currently in progress. | The activity has been deferred beyond 2020/21. | The activity has no timeframe and will continue to progress. |

Summary status of activities - Annual Police Plan 2020/21

| | | | | |
|--|-----------------------|--------------------------|---------------------|-----------------------|
| 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 | | | | |
| 35 activities | 2 activities complete | 7 activities in progress | 1 activity deferred | 25 activities ongoing |

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|--|---------------------|--------------------------|-----------------------|-----------------------|
| 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 | | | | |
| 20 activities | 1 activity complete | 3 activities in progress | 0 activities deferred | 16 activities ongoing |

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|---|-----------------------|--------------------------|-----------------------|-----------------------|
| 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 | | | | |
| 20 activities | 0 activities complete | 5 activities in progress | 0 activities deferred | 15 activities ongoing |

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

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|---------------|---------------------|--------------------------|-----------------------|-----------------------|
| 15 activities | 1 activity complete | 4 activities in progress | 0 activities deferred | 10 activities ongoing |
|---------------|---------------------|--------------------------|-----------------------|-----------------------|

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

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|---------------|-----------------------|---------------------------|-----------------------|----------------------|
| 27 activities | 0 activities complete | 19 activities in progress | 0 activities deferred | 8 activities ongoing |
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Update on Annual Police Plan 2020/21 Activities

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

Objective:
Keep people safe in the physical and digital world

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

Status

- The 26th session of the Conference of the Parties (COP26) to the UN Climate Change Conference (UNFCCC COP26) was originally scheduled to take place from 09 to 19 November 2020 in Glasgow. In light of the COVID-19 pandemic, the event was postponed to 01 to 12 November 2021. The challenges associated with planning and policing this event are significant as COP26 is set to be the biggest conference ever hosted in the UK. Police Scotland is actively engaged as a key stakeholder in the planning and delivery of COP26, with representation on the external Governance Framework at a UK and Scottish level ensuring regular engagement with UK Government, Scottish Government and the Scottish Police Authority.

Activity 2: Safely deliver all public events, including those with a high profile and level of public interest

Status

- Due to COVID-19, the number of public events has decreased during 2020, with the majority taken place being protests and demonstrations. Debrief processes have taken place and all events have safely been delivered to date. Road Policing have contributed both planning and operational resources as appropriate for any such events. For example, the UK coach industry held a planned protest in Edinburgh during August 2020, with approximately 200 coaches been driven through the City. Road Policing planned the response to this in conjunction with the local division and the event passed off successfully.
- The National Events Intelligence Co-ordination Unit (EICU) continues to manage and collate intelligence in relation to strategic protest events, demonstrations and potential public order incidents across Scotland to ensure that Police Scotland is well sighted on emerging risks, themes and associated tactics to inform planning and resourcing. The EICU works alongside local policing divisions and specialist departments, developing expertise and knowledge to assist frontline policing operations.
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| Activity 3: Understand and review resource allocation in response to UK exit from the European Union ensuring that demand is met locally and nationally | Status |
|---|--------|
| <p>- Police Scotland continues to plan for the United Kingdom’s departure from the European Union (EU). Our response is managed in two distinct areas: Brexit Contingency Planning and Brexit Delivery Team. The Contingency Planning team are responsible for preparing the force for any civil unrest and protests and the engagement with Strategic Resilience and Planning partners, whilst the Delivery Team are responsible for ensuring international investigations and intelligence sharing are maintained post-Brexit. Both teams have been established to respond to Police Scotland’s EU Exit Strategy, which is:</p> <ul style="list-style-type: none"> • To maintain law and order and provide a lawful and proportionate policing response to any protest. • To protect, as far as possible, service delivery in local communities. • Where appropriate, to lead, co-ordinate and support multi-agency responses. • To continue to deliver transformational change across the service. • To support, where appropriate wider UK Policing. <p>Both teams continue to work in conjunction with the Scottish Government, Crown Office (COPFS), the Home Office, National Crime Agency (NCA), National Police Chiefs Council and the International Police Co-operation Unit (IPCU) to plan the implementation of a range of contingency options that will guarantee the safety of our communities upon EU Exit.</p> <p>- The Flexible Response Unit (FRU) was established in 2019 to react to any civil disobedience linked to the EU-Exit. With the Brexit Contingency Planning Team working alongside partner agencies on the 'reasonable worst case scenario', a number of situations were possible where the Force Reserve would be available to respond in a public order capacity across the country. This could range from general disorder, protest/demonstrations, challenges on the road network or issues around border control with vital goods coming in and going out of the country. The FRU are spread geographically across five hubs in Scotland.</p> | |

| Activity 4: Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism, pandemic and inclement weather | Status |
|--|--------|
| <p>- Police Scotland’s Major Incident plan is built on a solid foundation and has been used on a number of occasions. Two examples of the Major Incident Plan being used in 2020 are Operation TALLA (Police Scotland’s response to COVID-19) and the Stonehaven rail crash. A new refreshed & improved governance structure is now in place which will incorporate learning from Operation TALLA & all major incidents.</p> <p>- Road Policing operational resources remain committed to responding to all types of major incident, particularly those affecting the road network. Throughout Quarter 1 and Quarter 2, Road Policing has supported local divisions with meeting demand due to COVID-19 and other localised issues such as flooding caused by inclement weather.</p> | |

| Activity 5: Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy | Status |
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| <ul style="list-style-type: none"> - Police Scotland’s approach to Serious Organised Crime (SOC) is delivered on a multi-agency basis through four strands: Divert, Deter, Detect and Disrupt. Multi-agency partnerships across our local authority areas are focused on reducing the harm caused by SOC; working together to identify, detect and prosecute those involved. - The National Disruptions Unit (NDU) are responsible for disabling organised crime groups and individuals by identifying key crime enablers and removing or hindering access. This can include vehicle, property, travel, financial or lifestyle disruptions. The unit currently provides assistance to Organised Crime and Counter Terrorism (OCCTU), divisions and partner agencies to disrupt groups as well as providing mentoring to new and existing interventions officers. - In June 2020, officers from OCCTU West and Fugitive Active Search Team (FAST) travelled to Milan, Italy and took custody of a fugitive involved in SOC in Scotland from the Carabinieri. He was repatriated, arrested under his domestic petition warrants and charged. He is currently remanded in Low Moss Prison. - On 19 June 2020, following a liaison between OCCTU West, the National Crime Agency and the Brazilian Federal Police, another fugitive from Scotland, involved in SOC, was arrested in Brazil. He will be subject to extradition procedures in due course. - Operation VENETIC: Activity took place across the country as part of Operation VENETIC - the most significant ever UK operation into serious and organised crime involving Police Scotland, the National Crime Agency (NCA) and police forces across the UK. The operation culminated in the takedown of Encrochat, an encrypted global communication service used exclusively by criminals, which offered a secure mobile phone instant messaging service. The company’s encryption has now been cracked by an international law enforcement team. In Scotland, more than 50 warrants were executed by hundreds of officers at addresses throughout the country. Work is ongoing with the Crown Office and Procurator Fiscal Service (COPFS) to bring to justice those involved. - Operation BEAR (Romanian Sexual Exploitation SOCG): A day of executive action took place on Wednesday 09 September 2020, which was the culmination of 15 months of work involving international and national law enforcement partners. Executive action was carried out at four addresses within Police Scotland jurisdiction, (Aberdeen and Glasgow) as well as five in England. 23 addresses were simultaneously searched in Romania. 24 persons were arrested, 10 by Police Scotland with three appearing at Court on Friday 11 September 2020. 10 females were located within the addresses in Scotland. Five attended and were afforded assistance within a Reception Centre, operated by Police Scotland and Non-Government Organisations (NGO’s). | |

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| Activity 6: Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruption | Status |
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| <ul style="list-style-type: none"> - Police Scotland's business continuity plans were successfully tested during the initial phases of COVID-19. Learning from this has been captured, and as remote working is achievable for a large number of staff and officers, there is confidence that the existing business continuity management is robust. | |

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| Activity 7: Develop a Cyber Strategy for policing in Scotland to transform cyber capability and response, while enabling pro-active support to individuals, communities and partners that embeds resilience and aligns to our wider partnership and preventative model | Status |
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| <ul style="list-style-type: none"> - On Wednesday 30 September 2020, the Scottish Police Authority approved the Police Scotland Cyber Strategy. This ambitious strategy provides the foundation and focus for Police Scotland and our partners to work collaboratively and respond to the threats of cyber related crime impacting on communities across Scotland. | |

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| Activity 8: Deliver policing elements of the Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan | Status |
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| <ul style="list-style-type: none"> - The ambition of Police Scotland, in conjunction with the Scottish Government and the National Cyber Resilience Leaders' Board is for Scotland to be a world leading nation in cyber resilience. A Public Sector Action Plan and Cyber Resilience Strategy has been developed in partnership and sets out the essential actions that the Scottish Government, public bodies and key partners will undertake to further enhance cyber resilience in Scotland's public sector. Trust and confidence are fundamental to the success of our plans. As the threat from cyber criminals grows, we are committed to ensuring our digital services are as secure as possible. - Police Scotland will continue to keep people safe in the digital age by developing partnerships with online providers, industry experts, academia and other policing and criminal justice partners including COPFS. We work with key partners to develop and incorporate the technology and data we need to prevent and disrupt online criminality in all its forms; keeping pace with the digital threat and increasing our presence in the virtual world. - As we continue to develop our digital fluency, we will embed cyber skills and resilience in the organisation. We provide our people with industry-leading training to equip them to investigate online crime in all its forms, complementing their existing skillset. New technologies and the opportunities they provide to enhance the effectiveness of policing continue to be implemented in consultation with our people and the public. Through our governance processes, we ensure a strong and consistent ethical oversight that is open to scrutiny and maintains public trust. - To ensure that baseline levels of cyber security in Scottish public bodies and their supply chains are in place, Police Scotland will begin the journey of ISO 17025 accreditation. This will establish and maintain high levels of accreditation and ensure consistency is being applied across the Digital Forensic business area by 2022. | |

| Activity 9: Complete the roll out of Cyber Kiosks | Status |
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| <ul style="list-style-type: none"> - Police Scotland completed the roll out of all 41 Digital Triage Devices (Cyber Kiosks) across the country, which allows Local Policing and specialist officers the immediate access to triage of devices. The objective of Cyber Kiosks is to allow Police Scotland to preview mobile devices in a focused, precise and less intrusive manner than previous methods of examination, whilst establishing if devices contain potential evidence. This early identification of evidence enhances operational effectiveness and augments criminal justice processes. The implementation of Cyber Kiosks has improved service delivery to operational officers and members of the public in establishing the relevance of a device to an investigation and the existence of evidential content which may expedite investigations and detections. Where no evidence is identified, the device can be immediately returned to the owner. | |

| Activity 10: Deliver digital knowledge and skills training, including in digital forensics, and recruit people with the right skills, within our specialist Cybercrime Unit and across the service | Status |
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| <ul style="list-style-type: none"> - Training of Digital Forensic staff continues to be delivered within the relevant hubs including virtual training where practical due to the impact of COVID-19. Cyber Investigations have received a recent uplift in staff to enhance the capability and capacity of the unit, which included several members of the recently created Cyber Champions cadre. This was created to enhance the skillset of our investigation staff through a network of individuals with significant skillsets in the cyber arena, whilst also ensuring front line officers can access additional guidance and support for cyber related crimes when required. - The Digital and Data Skills Academy (DDSA) has been established at the Scottish Police College (SPC) in order to meet some of the challenges that building advanced cyber/digital and data skills brings. The DDSA has taken a proof of concept in utilising Cisco industry provided training material to bridge the people, skills and knowledge gap across the Law Enforcement landscape particularly in Cyber education and training. During the summer of 2020, the DDSA successfully launched a number of online courses providing Police Scotland officers and staff access to accredited training in the fields of: Internet of Things (IoT) Security and (IoT) Fundamentals, Connecting Things, Big Data & Analytics and Cybersecurity Essentials. All of which provide operationally relevant on line training. - The DDSA has also worked in partnership with Police Scotland’s Cyber Harm Prevention Team, Police Scotland Youth Volunteers (PSYV), Young Scots and other youth focused establishments as part of the continued programme to keep people safe, by signposting them and the wider public to these on-line training products. Internet and online safety is a recognised and integral part of Police Scotland's commitment to cyber prevention by working with partners and local policing divisions to protect and prevent harm to all members of the public whilst online. - The direction within the Cybercrime Harm Prevention Team delivery plan is to embed cyber training and knowledge in the training of officers and staff from point of recruitment to make our people cyber resilient with the knowledge to support the public, in particular people at risk of, or are victims of cybercrime. | |

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| Activity 11: Plan, prepare and begin training for the implementation of the Age of Criminal Responsibility (Scotland) Act 2019 | Status |
| <ul style="list-style-type: none"> - The Rights and Justice Legislative Programme Team continue to drive forward work to implement the Age of Criminal Responsibility (Scotland) Act 2019 in conjunction with our partners including Scottish Government and Social Work. Draft Statutory Guidance is being prepared and reviewed; our ICT, Estates and Training strategies are under development and the initial business case has successfully navigated the Police Scotland and SPA Project Management process. | |

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| Activity 12: Plan, prepare and begin training for the implementation of the Children (Equal Protection from Assault) (Scotland) Act 2019 | Status |
| <ul style="list-style-type: none"> - Scottish Government has confirmed that the Children (Equal Protection from Assault) (Scotland) Act 2019 will be enacted on 07 November 2020. The Rights and Justice Legislative Programme Team have reached agreement with internal stakeholders in relation to the training mode and work is at an advanced stage in the development of the content. | |

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| Activity 13: Provide high quality intelligence support to deliver the strategic intelligence requirements and implement a process to measure the effective use of intelligence and analysis in responding to priority crimes and threats | Status |
| <ul style="list-style-type: none"> - Specialist Crime Division (SCD) Intelligence Support deploys effective arrangements, structures and processes to support national policing priorities supporting national and local operational delivery through Intelligence Support consultation and collaborative process. Intelligence support continues to deliver intelligence led policing capability in support of operational activity against the prioritised investigation of the top 20% of serious and organised crime groups across Scotland aligned to the serious and organised crime group mapping. - Both Technical and Human Collections continues to support Operations targeting priority crimes and threats in support of the strategic intelligence requirements. Operation VENETIC significantly improved the intelligence picture in relation to Serious Organised Crime, violence and firearms enabling further development and executive action by operational teams. This resulted in the recovery of drugs (value over £12.5 million), £7.1 million cash, eight firearms and associated ammunition, grenades, stolen vehicles and the effective management of threat to life intelligence. - The use of encryption within criminal communications ranges from using popular apps that embed end-to-end encryption as standard (such as WhatsApp and Telegram) to using criminally dedicated secure communication platforms. Following on from the success of Operation VENETIC, Intelligence Support in collaboration with partners will continue to develop and enhance its ability to collect information and intelligence so it can effectively target criminals who use encryption. | |

- The Financial Intelligence Development Unit supports the activities of SCD and territorial divisions with the assessment and dissemination of financial intelligence, particularly in relation to money laundering and financial crimes against those most vulnerable in society.
- SCD National Intelligence Bureau (NIB) co-ordinate, review and assess intelligence from a national perspective, providing an accurate overview of the local/regional and national risks facing Scottish communities. This work is aligned to our policing priorities and ensures that our activity is directed where it is needed most. The NIB provides strategic and tactical management of intelligence matters relating to the Scottish Intelligence Database (SID) and Police National Database (PND) and a range of intelligence related functions including:

Firearms Threat Desk (FTD)

The FTD focuses on identifying all aspects of the threats posed by firearms and ammunition from a Global, European, United Kingdom (UK) and Scottish perspective.

Human Trafficking Threat Desk (HTTD)

The Human Trafficking Threat Desk (HTTD) assess and identifies the threat from human trafficking (HT) in Scotland to allow us to better safeguard vulnerable individuals from HT and exploitation.

Events Intelligence & Co-ordination Unit (EICU)

The EICU manage and collate relevant intelligence and information at a national level in relation to strategic protest events, demonstrations and potential public order incidents across Scotland. This ensures that Police Scotland is well sighted on emerging risks, themes and associated tactics to inform planning and resourcing. The EICU works co-operatively alongside local policing divisions and specialist departments, developing expertise and knowledge to assist frontline policing operations through the gathering, development and assessment of intelligence from a wide range of sources.

| Activity 14: Improve our response to threats posed from the criminal use of firearms | Status |
|--|--------|
| <ul style="list-style-type: none"> - Police Scotland's strategic response is informed by our committed involvement with a range of law enforcement firearms forums. This includes co-operative working and information sharing locally with the Scottish Police Authority (SPA) - Forensic Services (Ballistics), nationally with the UK Criminal Use of Firearms (CUF) group and internationally via the European Firearms Supply Operations Group. These collaborations inform our strategic understanding of the threat which is enhanced by the SCD Firearms Threat Desk (FTD); who undertake a daily review of all firearms intelligence and information received to ensure early identification of emerging risks and threats. - Police Scotland's performance remains amongst the highest in the UK in terms of the submission of firearms intelligence to the Counter Terrorism (CT) Policing National Firearms Threat Centre, maximising all opportunities to detect crossovers between criminality and terrorism. All firearms recovered by Police Scotland are also recorded on the National Ballistics Intelligence Service (NaBIS) ensuring no opportunities around the origin, supply, linked incidents or modification of firearms is missed. Collaboration between SPA Forensic Services, Armed Policing and the FTD has | |

significantly improved the ability of forensics scientists to triage firearms awaiting examination by providing them with additional information about the weapons in advance. This new process allows scientists to prioritise or discount examination in a way previously unavailable and has significantly improved examination waiting times on a national basis.

Objective:

Design services jointly to tackle complex public safety and wellbeing challenges

Activity 15: Improve and enhance our processes to identify and support individuals at risk of harm

Status

- Continued liaison and information sharing with local policing divisions is ongoing in order to focus the development of Community Impact Assessments and management/ownership of risk to promote prevention and reduction of threat of risk and harm to the vulnerable within our communities.
- Casualty Bureau training within Police Scotland continues to follow National UK standards, maximising the efficiency of the identification process.

Activity 16: Design and implement fit for purpose criminal justice processes and services, ensuring preparedness for digital evidence sharing and productions remodelling

Status

- Work has been ongoing with regards Criminal Justice Service Division (CJSD) middle office programme, remodelling traditional support functions e.g. Records, Warrants, Case Management, Central Tickets, Direct Measures and the Collision Reporting and Sharing System (CRASH). The CRASH system has been delivered and is now fully functional with all requests, payment and responses provided digitally. In June 2020, Case Management Units were re-parented to CJSD middle office from local policing and Road Policing Divisions. The purpose being to examine, design, develop and deliver standardised efficient processes, procedures and people, enabling a 21st century approach to Criminal Justice, taking into account local and partner requirements. This is particularly relevant post COVID-19 in terms of demand and needs to be flexible to meet the needs of internal and external partners. Further development of the national standard case report and national resilience is reliant on the Case and Crime modules being developed by the Digitally Enabled Policing Project (DEPP). Both project teams are working closely together and expected delivery of the digital improvements in this area are scheduled for May/June 2021. Further implementation of middle office remodelling will be rolled out, the plan is to dovetail implementation and roll-out of the core middle office functions with the implementation and roll-out of the custody changes. This means that from 01 April 2021 the new operating model would start to be delivered. This would see the establishment of a strong core set of functions being delivered through a new operating model and the implementation of a series of changes. The current planning assumption for completion of middle office remodelling is in line with custody remodelling, both part of the revised CJSD Target Operating Model (TOM). Again

workflow areas will be supported by delivery of digital improvements from Digitally Enabled Policing Programme and CJSD are planning to work within the new TOM from 01 April 2021.

- Digital Evidence Sharing Capability - Scottish Government (SG), Police Scotland, the Crown and Procurator Fiscal Service (COPFS), Scottish Courts and Tribunal Service (SCTS) and the wider Defence Solicitor Community are the collaborative Criminal Justice Service (CJS) partners in the delivery of Digital Evidence Sharing Capability (DESC). The previous project plan for DESC was to deliver functionality in a staged process, starting with CCTV and extending to other types of digital evidence thereafter. Full DESC deployment, integration and delivery was expected to take up to five years. In line with Justice Board Recovery, renew and transformation priorities, CJS partners identified the requirement for police evidence and trial productions to be managed and shared digitally, to support 'virtual' trials, minimising unnecessary movement of productions. It is clear that immediate and short-term tactical solutions, and an accelerated deployment of a DESC solution from previous delivery timescales, will assist in delivering CJS priorities. The proposal by all partners is to move from a staged delivery model to full deployment and integration within the next two years. The progression of DESC is dependent on the award of an ICT software and service contract and the procurement process is currently ongoing. A CJSD project team has been established to support the delivery of the DESC programme within the collaborative framework.
- Productions Remodelling – Having a single electronic productions system in place across Scotland is an important element of CJSD National Productions Remodelling Programme. An earlier version of the application was initially introduced into Edinburgh, Lothian and Borders and Tayside Divisions in 2019 and since then has been used successfully to lodge productions. The latest upgrade in July 2020 to these three divisions gave a brand new interface for police officers and SPA Scene Examiners as improved functionality for officers and productions staff. Following this upgrade, the national productions application will be rolled out to Greater Glasgow, Highland and Islands, and Dumfries and Galloway Divisions at the end of August 2020. It will be introduced to Renfrewshire & Inverclyde, Argyll & West Dunbartonshire, Lanarkshire and Ayrshire Divisions at the end of September 2020. North East, Forth Valley and Fife Divisions will continue to use the electronic system CrimeFile, which links to CoPFS systems, until further additional national applications are developed. Accessed via the DEPP dashboard, the national productions application will bring a vastly improved way of working to those divisions who currently use paper based systems including reducing risk and improving efficiency.

| Activity 17: Develop our approach to Cyber Prevention and Education including reviewing links to national intelligence products and trend information to ensure a dynamic approach | Status |
|---|--------|
| <ul style="list-style-type: none"> - Cyber prevention continues to evolve and be supported by Police Scotland to ensure that persons at risk of cyber related crime are supported and signposted at the earliest opportunity and to ensure risk mitigation is distributed in relation to current trends at the earliest opportunities across all our communities. Key stakeholders are regularly involved in this, such as the Scottish Business Resilience Centre, who continue to work closely with Police Scotland Cyber PREVENT officers to ensure a sufficient quality of service is delivered. | |

- Cybercrime Harm Prevention Team continue to engage with the investigative and intelligence areas of policing to inform preventative activity to ensure up to date and relevant preventative messaging in support of the Scottish Government cyber resilience approach and in support of Education Scotland. The scale of the enhanced delivery in this area during the initial lockdown stage of the COVID-19 pandemic demonstrated the support and messaging that can be provided to support all of the communities in Scotland. This collaborative approach has been critical in providing essential signposting to persons under threat from cybercrime attacks during the current global pandemic, which has seen an increase in cyber related criminality with criminals attempting to exploit the vulnerability of the majority of businesses allowing staff to operate remotely. The early preventative messaging was able to be extended through partnerships across the majority of public and private sectors during the time of most vulnerability.

Activity 18: Develop partnership approaches to tackling the harm caused by substance misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol & Drug Treatment strategy

Status

- Police Scotland are committed to working with partner organisations, to explore alternative and innovative approaches to reduce the harm caused by substance use, particularly drug related deaths. Work is ongoing through the Naloxone Delivery Steering Group (NDSG) to develop proposals for a potential test of change in respect of the carriage/use of naloxone by Police Scotland officers. The NDSG has representation from a wide range of external stakeholders and an array of internal Police Scotland business areas.
- Police Scotland is represented within the membership of the Scottish Government led Drug Deaths Taskforce (DDTF), with participation in the Criminal Justice and the law sub-group of the DDTF, which aims to examine what can be done within the existing legislative framework, to improve people's access into health and social care services from the criminal justice system. The Criminal Justice and the Law sub-group are close to making final decisions regarding some test of change proposals and will be working with relevant local areas and partners to develop further proposals. The proposals include a system of referral to support services which run in parallel to the criminal justice pathway and an associated peer navigator model.
- As part of the response to COVID-19, work has been undertaken with Public Health Scotland, to establish a process for sharing Police Scotland drug related death data. This data is primarily being shared due to the exceptional circumstances we are facing due to COVID-19, however will undoubtedly support the wider collective efforts towards development of public health surveillance.

Activity 19: 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

- Partnership and Prevention Delivery Unit (PPDU) are in early discussions with the Violence Reduction Unit (VRU) to consider how they can work together with a local policing division to develop an initiative that will deliver a whole system, public health approach.

- PPDU have championed shared training between Police Scotland, third sector and Local Authority in the Greater Glasgow Division, Quality of Life initiative. The initiative has potential to reduce demand on policing and is designed to provide wellbeing support that will prevent escalation of adult concern to the local social work team.

Activity 20: Continue to collaborate effectively with the Scottish Fire and Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy across four key areas – co-location, co-response, shared knowledge and share services

Status

- Police Scotland continue to work with Scottish Fire and Rescue Service (SFRS) & Scottish Ambulance Service (SAS) through the reform collaboration group to maximise opportunities for collaboration. A strategy refresh is currently underway, assessing synergy across the three services strategic outcomes, strategic plans and our responses to COVID-19 via the renewal and continuous improvement and remobilisation strategies. Workshops to explore a collaborative operating model are in progress.

Activity 21: Continue to actively support and engage in DBI pilot programme

Status

- Distress Brief Interventions (DBIs) are an innovative way of supporting people in distress. The overarching aim of the DBI Programme is to provide a framework for improved inter-agency co-ordination, collaboration and co-operation across a wide range of care settings, interventions and community supports, towards the shared goal of providing a compassionate and effective response to people in distress, making it more likely that they will engage with and stay connected to services or support that may benefit them over time. Mental and Emotional Health and Wellbeing and Suicide Prevention (MH&SP) team continue to work collaboratively with the DBI programme board. Discussions have been undertaken to consider Contact Assessment Model (CAM) resolution team call takers to be trained as Level 1 providers to enhance NHS24 DBI telephony service. Further upcoming discussions are to take place with DBI & Scottish Government regarding Police Scotland training for new national rollout to 2024.

Objective:
Support policing through proactive prevention

| Activity 22: Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse & exploitation, rape and sexual crime, hate crime and human trafficking, including online | Status |
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| <ul style="list-style-type: none"> - Greater Glasgow Division continue to work with the Crown Office and Procurator Fiscal Service (COPFS) regarding victim strategies being included in case reporting. This process has been extended to allow full evaluation, however it is likely that this will be rolled out nationally if deemed successful. Strategies include detailed victim and witness chronology in order that COPFS can fully evaluate witness vulnerabilities. Public Protection Support will liaise with Greater Glasgow Division and COPFS to provide updates on evaluation when complete. | |

| Activity 23: Design, develop, deliver prevention and early intervention approaches to reduce vulnerability with appropriate mechanisms for evaluation and review | Status |
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| <ul style="list-style-type: none"> - A bid for £1.2 million lottery funding has been secured in Tayside through Action for Children. This activity will form part of the Serious Organised Crime (SOC) Early Intervention Scheme 'Side Step', and will be a referral pathway for children and young people to deter and support them away from SOC related offending, risk and vulnerability. This will be launched in October 2020 and extend until October 2022. - £10,000 of (SOC) funding has been secured to deliver "Road to Change". This project will be delivered by Police Scotland, SWD Media and Street Cones and will engage with vulnerable young people from the Wyndford area of Glasgow using performing arts as the vehicle for change. This approach will be fully evaluated during its delivery. - Following the incident at the Park Inn Hotel, Glasgow on 26 June 2020, a number of measures were put in place to promote a cohesive community approach to reduce impact on the community. Working with a wide range of partners, including Glasgow Health and Social Care Partnership (HSCP) and the Scottish Refugee Council (SRC), Police Scotland has been working to reassure the vulnerable and local communities that Glasgow remains a safe place to live and work. To carry this work forward Police Scotland has established a risk & reassurance meeting attended by the HSCP, SRC, representatives from local faith and community groups and third sector organisations such as Glasgow City Mission, Glasgow Night Shelter and the Simon Community. There has also been engagement with community advisors and a National Independent Strategic Advisory Group to advance an informed approach, which best meets the needs of our diverse multicultural communities, ensuring their needs and concerns are considered. - Ayrshire Division are embedding the Adult Inter-agency Referral Discussion (IRD) process, which will help to identify vulnerability and (subject to GDPR) ensure information is shared with partners best equipped to respond effectively. Work is also underway in Ayrshire Division to introduce the Navigator programme at Kilmarnock Prison, which will help reduce rates of reoffending, as well as offending within the establishment. | |

- The Domestic Abuse Partnership Pledge initiative in the West Dunbartonshire area was instigated at local executive level by the Local Authority Chief Executive and the Argyll and West Dunbartonshire Divisional Commander. The initiative cascaded down to deliver core work within education and private and public sector workplaces. Schools across the division trained teaching staff in breaking the circle to support young people on how to deal with witnessing and being part of violence. In the workplace, the focus was on raising awareness of domestic abuse and the need for HR strategies to reflect an appropriate response to domestic abuse in respect of victims and offenders. The initiative concluded with a community engagement event highlighting the outcome of the pledge work and sought views as to how the partners could assist communities to end domestic abuse.
- The Argyll and Bute Pathway has been developed to ensure that where there is police involvement in incidents or allegations of domestic abuse which involve, or could impact on, children. Concerns are passed swiftly to the named person who will ensure that the child's needs are promptly considered and appropriate supports put in place.
- In Dumfries and Galloway, youth engagement officers are deployed in all secondary schools and community police officers are assigned to all primary schools to provide visibility & engagement to our young people. These roles deliver various diversionary talks within the school curriculum.
- An Early and Effective Intervention (EEI) approach to the disposal of offences committed by young people is embedded in Forth Valley Division, to ensure proportionate action including support and interventions are offered to young people to divert them away from further offending.
- The implementation of the National Missing Persons Framework (2018) is a priority across the four local authorities of Lothians and Scottish Borders Division. A key component of this strategy is aimed at introducing preventative measures to reduce the number of episodes of people going missing.
- Fife Division's Risk and Concern Hub carries out daily reviews in respect of any identified vulnerabilities. Inter-agency Referral Discussion (IRD) processes are also well established within the Child Abuse Investigation Team (CAIT). Previous and future work with partners aims to raise awareness of sexual crimes, challenge public attitude and behaviour and prevent sexual offending from occurring. Current aims are to have 'Bystander' training completed in order to initiate campaigns within the licensed sector during the winter season with focus on abuse, sexual offending, hate crime and violence. Other intended initiatives aim to engage the education sector in an effort to promote awareness amongst youths and increase knowledge of what constitutes sexual offending and includes increasing cyber security and awareness raising among the public.

Activity 24: Develop appropriate delivery plans to support the organisational response to violence

Status

- Across Police Scotland, trend analysis is used to monitor overall violent crime and the constituent parts. Through this close monitoring, focused action plans can be put in place to address any emerging issues once identified.

- Violent crime is targeted across Dumfries and Galloway Division by means of the division’s night time economy strategies, including regular visits at licensed premises, community engagement and the review of information and intelligence. The effective deployment of resources ensures the best use of local knowledge to identify hotspot areas or problematic offenders. Intelligence led activities are also utilised to detect offenders and reduce violent crime and disorder. The violence prevention board meets quarterly to review crime trends and prevention opportunities. Divisional Serious and Organised Crime Group meetings provide an intelligence led approach to tackling potential violence used by Serious and Organised Crime Groups. Domestic abuse leads continue to robustly tackle violence as per Multi-Agency Risk Assessment Conferencing (MARAC), Multi-Agency Tasking and Coordination (MATAC) & Disclosure Scheme for Domestic Abuse Scotland (DSDAS) procedures. The divisional licencing department reviews all incidents in licenced premises where violence has been perpetrated and thereafter works with partners to implement measures to reduce violence.
- The recently formed Violence Prevention Board in Tayside Division continues to explore emerging trends and collaborative opportunities to reduce violence and drug related crime. Action plans are being developed for specific activity in multi-member wards to address violence, with these being progressed in the coming months.
- Ayrshire Division’s violence reduction group meets on a monthly basis and tackles all forms of violence, including the assaults on police officers and members of police staff. The safety and wellbeing of officers and staff is paramount and line managers debrief every incident where a colleague is assaulted, to gauge the impact of the incident and assess whether Trauma Risk Management (TRiM) or other supports are appropriate. Use of Force and Violence/Accident forms are submitted timeously and every incident is reviewed. Assaults are also discussed at various divisional governance meetings including Health & Safety, Anti-Social Behaviour and Divisional Tasking to ensure any divisional learning is being captured.
- One Glasgow Reducing Offending Unit identifies and refers suitable young people involved in harmful offending behaviour aged 12-18 years. One Glasgow works with the Multi-Agency Tasking and Coordination (MATAC) process and includes impact to identify and support young people involved in gang violence to steer them away from this activity.

| Activity 25: Counter the threat from terrorism through active engagement with communities and working with partners to deliver the four key strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare | Status |
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| <p>- In order to counter the threat from terrorism, through engagement with our communities and working with partner agencies, Police Scotland has established strong partnership working with the wider Counter Terrorism Policing Network and intelligence partners to identify, assess and respond to emerging threats. Police Scotland work closely with COPFS to report and prosecute any terrorist offenders. CONTEST delivery managers in the East, West and North work closely with local divisions and local Counter Terrorism liaison officers to share best practice and learning to protect against terrorist threats and prepare strong contingency plans to mitigate any such threat and keep Scottish communities safe. To further support this work, a new assessment document has been developed which, through analysis of available information and intelligence, identifies the areas of Counter Terrorism (CT) threat across Scotland. This document is shared within the local and regional</p> | |

CONTEST Boards and focuses multi-agency activity and action to keep communities safe from the threat of terrorism. To support this further, Police Scotland has developed strong corporate messaging and promotion of the Action Counters Terrorism Campaign (ACT) to empower communities to understand any such threat.

Activity 26: Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents

Status

- During ongoing investigations, Police Scotland’s Major Crime Unit has continued liaison and information sharing with the local division to focus the development of community impact assessments to promote prevention and reduction of threat of risk and harm to the vulnerable within our communities. This includes ensuring appropriately trained officers are made available to interview vulnerable witnesses.
- Police Scotland’s National Human Trafficking Unit (NHTU) has been working with partners in law enforcement agencies, local and central government and third sector (charities) to improve the service provided to potential victims of trafficking and exploitation (PVoT). The National Referral Mechanism (NRM) provides a framework for securing support for PVoT through Trafficking Awareness Raising Alliance (TARA) and Migrant Help and for notifying Police Scotland of the initial circumstances of the referral. NHTU have taken part in national discussions with the Modern Slavery Organised Immigration Crime Unit on a review of the NRM to ensure it meets the needs of both first responders and PVoT whom it is designed to support.
- Vietnamese nationals form the largest number of PVoT who are referred to Police Scotland for investigation into trafficking and exploitation. Planning with Border Force International and the Vietnamese Ministry of Public Security, through the National Crime Agency in Hanoi, is at an advanced stage in respect of the secondment of Vietnamese law enforcement officers to Police Scotland. The two officers will arrive in Scotland at the start of October 2020 for a period of six months and will assist with understanding Vietnamese migration and potential exploitation in Scotland.

Activity 27: Target our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand

Status

- In order to sustain the ability to robustly manage Registered Sex Offenders (RSOs), Police Scotland introduced a model to manage offenders in the community (offenders subject to Sexual Offences Notification Requirements (SONR)) to ensure sufficient resources within divisional Offender Management Units (OMU). The model allows Divisional Commanders / Detective Superintendents to make operational decisions around the best use of resources to meet the needs of the department.
- The Serious Crime Prevention Orders (SCPO) Unit is responsible for overseeing the referral, application, implementation, and monitoring of SCPOs, which are civil court orders that are used to protect the public by preventing, restricting or disrupting a person’s involvement in serious crime with a view to preventing re-offending amongst high risk serial offenders. Specialist Crime Support are in the process of expanding the remit of the SCPO Unit to incorporate a wider support function for the identification, risk assessment, intelligence flow and subsequent management of those offenders

deemed to pose the greatest threat, risk and harm to Scotland’s communities. This Lifetime Offender Management Unit (LOM Unit) will oversee the governance and communication flow between Police Scotland, Crown Office and Procurator Fiscal Service, Scottish Prison Service, Criminal Justice Social Work, and any other relevant third party organisations.

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| Activity 28: Deliver policing’s contribution to the Justice Strategy for Scotland outcomes focusing on partnership, prevention and community wellbeing, aligned to our ethics/values and the development of a rights-based approach to policing | Status |
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| <ul style="list-style-type: none"> - The creation of Partnership Prevention & Community Wellbeing Division within Police Scotland will help focus the organisation and our partners on our commitment to prevention & improved outcomes in our future approach. - National Safer Communities staff are fully engaged in Youth Justice Strategy structures. At this time, engagement is ongoing to maximise contribution to the new strategy which is due to be launched in November/December 2020. | |

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| Activity 29: Implement innovative approaches to preventing crime and reducing the resulting harm and demand | Status |
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| <ul style="list-style-type: none"> - Partnership work is ongoing in Edinburgh City Division through the Community Safety Partnership, where reducing offending and re-offending is a priority under the 'Tackling Offending' theme. A custody navigation programme has been developed between Criminal Justice Service Division (CJSD) and partners and is due to begin in the coming months. Work is also progressing collaboratively through Community Justice Partnerships with offenders managed through Multi-Agency Public Protection Arrangement (MAPPA) platforms, complemented by weekly discussions around management of risk offenders. Risk is also managed effectively through management of Offender Management Unit (OMU) staff and training along with a rolling review of partnership approach via offender management. Additionally, funding has been secured for a third peer mentor for the Violent Offender Watch (VOW) Project alongside a further three years funding of the existing two peer mentors. These mentors work with police officers to reduce re-offending with results showing an 80% reduction in re-offending. - Tayside Division has established a Violence Prevention Board highlighting opportunities and best practise across the division. The division will launch a problem solving, multi-faceted crime suppression unit that will focus on their greatest risks. Tayside Division Intelligence Unit and local officers work alongside partner agencies including Social Work, Health and Scottish Prison Service (SPS) to safely monitor and support prisoners on release from the prison estate to prevent re-offending and manage their safe reintegration. - In the Highland and Islands Division, partnership work is ongoing through the Community Justice Partnership. Custody Link Initiative is now live in the area and is actively engaging with individuals who are coming through custody to provide supportive pathways and improved outcomes. | |

- The Greater Glasgow Division Positive Outcomes Project (POP) was awarded funding from the CORRA Foundation in March 2020. This funding was to support the expansion of its services by employing two new Peer Mentors to work with detainees within the Glasgow City Custody Suites. The Peer Mentors are to offer advice, support and assistance to detainees in relation to accessing services to reduce their substance misuse, support their mental wellbeing and support them away from offending.
- Ayrshire Division is working with partners in the prison service to introduce the Navigator programme in HMP Kilmarnock.

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| Activity 30: Provide Corporate Parenting leadership and training to support front facing officers and enable best practice | Status |
| <ul style="list-style-type: none"> - A Corporate Parenting Moodle training package went live in August 2020. The online package aims to help officers and staff develop an awareness and knowledge of Corporate Parenting, learn what the key duties are and understand the obstacles faced by care experienced young people. | |

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| Activity 31: Contribute to the delivery of the Scotland's Road Safety Framework to positively influence driver and road user behaviours and reduce injury on our roads | Status |
| <ul style="list-style-type: none"> - Road Policing resources remain committed to delivering operational enforcement and educational activity, in conjunction with both national and local partners, to address the road safety targets within the Scottish Government's Road Safety Framework. This includes effective tasking and resourcing to address road safety issues on the strategic road network and in local communities. | |

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| Activity 32: Strengthen educational measures with partners and increase the use of diversionary measures to improve driver and road user behaviour, reduce re-offending and enhance road safety | Status |
| <ul style="list-style-type: none"> - All diversionary courses in relation to road traffic offences are currently suspended as a result of COVID-19 due to these having classroom based elements. These are proposed to restart in Quarter 1 of 2021. Close liaison continues with Road Safety Scotland in relation to production of road safety videos and materials used for social media work. | |

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| Activity 33: Deliver a calendar of road safety and road crime campaign activity and initiatives in collaboration with Road Safety Scotland | Status |
| <ul style="list-style-type: none"> - Road Policing calendar of activity recommenced on 15 July 2020, with a full plan in place to end of March 2021. | |

- Summer Drink & Drug Driving Campaign (June/July 2020) – Over the course of the campaign, 1 in 28 drivers were detected for drink/drug driving.
- Motorcycle Safety Campaign (August/September 2020) – Focus on the robust education and enforcement around motorcycle safety.
- Fatigue Campaign (August 2020) – National television campaign highlighting the dangers of driving whilst tired.
- Seatbelt Day of Action (August 2020) – 43 road users were stopped for failing to wear a seatbelt.
- Speeding Day of Action (September 2020) – 308 offences were detected on the day.

| Activity 34: Enhance and develop analytical products to aid effective planning and decision making | Status |
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| <ul style="list-style-type: none"> - Police Scotland's Force Tactical Assessment redesign is ongoing. It has been agreed that Operation Delivery Board (ODB) will move to a quarterly cycle and that a new Regional Tasking meeting will be held each month. These Regional meetings will be chaired by respective Assistant Chief Constables and attended by relevant stakeholders within their regions to monitor performance, identify areas of concern, discuss threats, and escalate issues to a national forum where necessary. - Strategy, Insight & Innovation (SII) has developed a divisional public confidence reporting pack to support Divisional Commanders. The pack sets out findings from both the Your Police and User Experience surveys for each divisional area. This will support enhanced reporting to local authority scrutiny bodies and committees. | |

| Activity 35: Share information in an appropriate and ethical manner to more effectively co-ordinate our resources with public sector partners to tackle the persistent issues that impact on wellbeing and resilience in Scotland | Status |
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| <ul style="list-style-type: none"> - Work has progressed in terms of proactive sharing of data in relation to a variety of subject matters, including COVID-19, for academic research and amalgamation with data from other public/private sectors to improve services. The Chief Data Officer is currently engaged in wider discussions to extend this concept beyond the COVID-19 response and is working alongside Greater Glasgow Division to trial a similar approach as part of their alcohol & drugs strategy. | |

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

Objective:
Understand our communities and deliver the right mix of services to meet their needs

Activity 36: Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities

Status

- Greater Glasgow Division has 22 Serious and Organised Crime Groups operating within its boundaries. To effectively manage these groups and reduce the risk they pose, a restructure of the Criminal Investigation Department has taken place to increase the number of Serious Organised Crime (SOC) Proactive Units from two to four. These resources have been taken from divisional proactive units and plans have been put in place to ensure there is no loss in service provision. The increase in SOC numbers allows multiple crime groups to be actively targeted and for officers within these units to be developed in current investigation techniques being used to target organised crime.
- Ayrshire Division has benefitted from two quad bikes which will allow officers to respond more effectively to rural crime, and be seen by the community as being better prepared to meet local concerns.
- One of the most significant challenges for policing within Argyle and West Dunbartonshire Division is the geography across Argyll & Bute with its many remote rural locations, including 23 inhabited Islands. The vast area covered and the transportation limitations require officers to be extremely resilient and experienced in all areas of policing due to lack of specialist resource capability in rural and remote areas. Both local authority areas embrace Community Planning and recognise the potential benefits, reducing demand on services that can be achieved from a multi-agency proactive approach. It is recognised, given the profile of both these local authorities, that partnership working has the potential to make a significant difference to the safety and wellbeing of communities in these areas. A number of proposals are being examined to enhance the ability to recruit and retain officers and staff across the division with recent campaigns to attract secondees to the area showing promise.
- The Argyll & Bute and West Dunbartonshire Rural Crime Forum has been re-established. The group has a diverse membership and adhoc members are invited to attend as required. The forum meets quarterly and is well attended. The group enhances information sharing and provides valuable intelligence gathering opportunities. It also provides a targeted conduit for passing out relevant community alerts and has generated further interest in the Rural Watch Scheme from group members and their families/associates. The group has tackled a number of local issues which have now been taken up nationally, in particular joint working around livestock worrying. The group is currently carrying out information gathering and development around access concerns raised by Aquaculture representatives. Work is also ongoing to increase the number of trained wildlife crime officers in the division as island and remote geography necessitates greater coverage.

- Forth Valley Division serves urban and rural communities across the Stirling, Clackmannanshire and Falkirk area commands. Local Police Plans have been refreshed for all three areas, with progress on delivery of each plan reported by the Divisional and Area Commanders through local scrutiny arrangements. Daily and monthly divisional forums review resourcing needs aligned to risk, to ensure continued service delivery utilising national, specialist and partnership support as appropriate. There has been a bespoke approach adopted this year to manage community impact and road safety issues associated with high visitor traffic to areas of beauty in rural Stirling. This was co-ordinated through the National Park Safe Recovery Action Group with a localised multi-agency sub group involving Stirling Council to co-ordinate activity.
- Serving over 2,500 square miles, four local authorities and two health boards, Lothians and Scottish Border Division understands the importance of good links with partners and communities to address different concerns in different areas. The division's Local Policing Plan focuses on not just divisional priorities, consistent across all areas, but identifies local priorities, which local communities have identified in their areas. Demand is constantly reviewed with resource prioritisation towards identified priorities. Governance of this area comes through internal structures such as the monthly performance and tasking meeting (which aligns to Local Policing Priorities), chaired by the Divisional Commander and external scrutiny through local scrutiny boards
- As part of the Local Policing Programme, The Innovative North East Division Integration Project is delivering co-location, collaboration and integration with partners. The ambition of Police Scotland in respect of this is to deliver a new model of policing in the North East of Scotland.
- The results of insights gained from public surveys assisted Fife Division in establishing the priorities set out in the Local Policing Plan. Updates on current work/campaigns/initiatives through social media and other communication streams allows the public to have an understanding of the division's response and any proactive activities. Police resources are deployed intelligently in Fife, using forward thinking data so they are in the right place, at the right time. Identification of events or incidents where national resources could support policing in Fife is completed by ensuring early bids are submitted to secure these resources to support policing in Fife.

| Activity 37: Engage and work effectively with local public sector leaders to plan, support and deliver effective services to our communities | Status |
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| <ul style="list-style-type: none"> - In response to COVID-19, Greater Glasgow Division, working in partnership with local NHS emergency service departments, Scottish Ambulance Service (SAS) and relevant leaders within Glasgow Community Planning Partnership, Mental Health Assessment Units were established to provide direct access to Emergency Departments, Police and SAS to mental health supports for people in distress and mental health presentations. Additionally, as part of a partnership response, 11 non-operational Police Scotland officers assisted Glasgow City Council and the wider community by making 4,200 calls to those most vulnerable who needed to remain inside their homes, making sure they had access to food, medication and financial and wellbeing support. - Ayrshire Division is represented at each Local Authority Chief Officer Group, as well as Pan-Ayrshire strategic groups, such as Ayrshire Criminal Justice Board. Sub-committees of these are attended by the Superintendent in charge of Partnerships. | |

Each Local Area Command has relative planning and scrutiny boards which the Local Area Commander sits on. The Locality Policing Model embeds officers in locality areas. It ensures access to community-based officers, so that local priorities are addressed at an operational level, which is visible to the public.

- Argyll and West Dunbartonshire Divisional senior management team are actively involved in the Community Planning Partnership at strategic level in both local authority areas attending the relevant Child Protection Plan executive boards. The division are also partnership leads for Outcome 6 - People Live in Safer and Stronger Communities group (Argyll & Bute Council) and The Safer Development Improvement Group (West Dunbartonshire Council). Both local authority Child Protection Plans have supported the development of the Local Policing Plans and used their reach to promote engagement opportunities such as Your View Counts. The division are currently involved with Argyll & Bute Council to develop a joint community engagement survey protocol that would serve the needs of all the partners in identifying community priorities. As part of the Argyll & Bute Child Protection Plan a Child Protection Plan Online Welcome Pack has been developed that can be accessed by new members or partners and provides a quick read "all you need to know to be part of an effective Child Protection Plan".
- Forth Valley local planning arrangements are overseen by strategic oversight groups. The COVID-19 pandemic has led to the inception of the Forth Valley Chief Officers Group initiated to drive the direction, focus, scrutiny and agreement around Public Protection business in Forth Valley during the COVID-19 pandemic. Chaired by the Chief Executive of Falkirk Council and supported by the membership of two other Chief Executives, Chief Superintendent and numerous other Chief Officers, this forum meets on a bi-monthly basis and is underpinned by a bespoke terms of reference. With senior representation from three local authorities, Police and NHS, this is a maturing platform for appropriate strategic challenge and governance.
- Edinburgh City Division regularly engage with all relevant partner agencies and public sector leaders through established partner committees and groups. Governance is provided by chief officer groups. Developed in collaboration with partners and communities, Edinburgh's 10 year Local Outcome Improvement Plan (LOIP) 2018-2028 focuses on delivering three key priorities:
 - Enough money to live on
 - Access to work, learning or training opportunities
 - A good place to liveWorking together for a common purpose is crucial in achieving long-term sustainable change as set out within the Local Outcome Improvement Plan. The scope and nature of the division's collaboration takes many forms including work in partnership with community members, community councillors and statutory / third sector representatives within settings such as Locality Community Planning Partnerships (LCPP), the LOIP Delivery Group and Community Improvement Partnerships (CIP). The members of these forums have responsibility for shaping the Locality Improvement Plans (LIP), the combined programme of work focused on achieving the 3 LOIP priorities and agreeing joint solutions to shared issues.
- North East Division support a number of strategic groups comprising of the Chief Executives or equivalent of Aberdeen City, Aberdeenshire and Moray Councils, NHS Grampian, Police Scotland, Scottish Fire & Rescue Service, universities, colleges and Scottish Prison Service. The leadership groups have driven and delivered a number of innovative opportunities, overseen a number of changes in arrangements, structures and policies and provided strategic governance across the region.

| Activity 38: Address local priorities through local authority planning and partnership arrangements and deliver the commitments in our local police plans for the public and communities throughout Scotland | Status |
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| <ul style="list-style-type: none"> - Addressing violence, disorder and anti-social behaviour in private space is embedded in joint working approaches with Forth Valley local authority housing teams. This is replicated in the public space linked to licensed premises through joint working with colleagues in local authority licensing and environmental health. - Edinburgh City Division has recently drafted a divisional drug strategy that includes engagement with the Edinburgh Alcohol and Drug Partnership (EADP) on which Police Scotland is represented. The strategy is aimed at reducing and preventing drug harm alongside enforcement and intelligence development. - Greater Glasgow Division has developed a local strategic assessment to provide an assessment of key areas that will impact on the direction of policing from a divisional and local authority perspective. It provides a forward looking insight into the threat from crime and the potential impact on local communities within Glasgow City, East Renfrewshire and East Dunbartonshire. In addition, the report identifies gaps, both in terms of intelligence and organisational capacity to address the risks identified and makes recommendations in terms of short, medium and long-term. These intelligence-led local priorities have then informed the division's Local Police Plan to deliver operational policing through the tasking and co-ordinating processes. The outcomes are linked to the performance management framework and are also scrutinised by elected members under local scrutiny arrangements. Policing priorities have been agreed to compliment local authority Local Outcome Improvement Plan (LOIP) and tackle national priorities at the same time. - Argyle and West Dunbartonshire Division has nine Youth Engagement Officers (YEO) who work closely with schools across the division supporting vulnerable children and young people and delivering education and early intervention programmes in partnership with education services and a range of other statutory agencies and third sector groups. COVID-19 has curtailed these roles significantly in the meantime as local authority education services have limited visitors to schools. At present YEO engagement at schools is restricted to essential matters such as child protection or serious incidents. The division are currently exploring opportunities to deliver classroom inputs virtually using MS Teams. - Dumfries and Galloway Division has an officer embedded in the Alcohol and Drugs Partnership to ensure a multi-agency approach to all substance misuse issues such as drugs trends public health risks, drug related deaths and non-fatal overdoses. During the pandemic, through this partnership, liaison was also taken with pharmacies to provide advice and guidance and mitigate risk. - Community partnerships in Fife address local identified priorities in the LOIP through the creation of local partnership delivery plans and established actions. The creation of an improved Community Safety Partnership aims to deliver on shared outcomes in Fife. The partnership focuses on reducing offending, anti-social behaviour, unintentional harm and public health and wellbeing, all of which also align to our established priorities within our Local Policing Plan. | |

| Activity 39: Deliver prevention and early intervention approaches to reduce vulnerability | Status |
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| <ul style="list-style-type: none"> - The Glasgow ‘Choose Life’ Partnership shares relevant information in appropriate ways, to target and support those communities most at risk of suicide. This partnership was recently awarded the Livingworks Suicide Safer Communities Award for its partnership approach to suicide prevention for the city. - Greater Glasgow Division’s Missing Person Coordination Unit has launched the Herbert Protocol to support people with dementia and their families. This protocol will allow police quicker access to information for someone with dementia if reported missing. - The embedding of the Ayrshire Crisis Pathway has allowed mental health response to be person-centred, without having to remove people to hospital to get effective assistance. - Responding to new ways of working throughout the COVID-19 pandemic, Argyll and West Dunbartonshire Division has adapted their methods of service delivery to ensure they meet the needs of their communities in a more virtual way, particularly in relation to the most vulnerable communities. The Argyll & Bute and West Dunbartonshire Local Resilience Partnership (LRP) brought partners together to provide a programme of support to individuals and their families who required to 'shield' during the pandemic. This encompassed working with statutory and third sector colleagues along with contractors to ensure vulnerable persons received adequate food and prescription deliveries. Joint protocols were also developed to provide an alert to the police in the event of serious concern for the wellbeing of a member of the public. Youth Engagement Officers assisted in the delivery of this programme in some more remote areas across Argyll & Bute. - Through the Forth Valley Divisional Community Safety Officer there has been a focus on prevention to tackle the local increase in reports of fraud. In conjunction with Stirling Carers, four films have now been completed relating to bogus workmen, phone fraud, computer fraud and the banking protocol. These films are now hosted on banking websites to inform customers as well as the Stirling Carers website. This approach is now being progressed in Tayside Division having been shared through the National Harm Prevention Forum. There is ongoing engagement with the public and private sector around the delivery of a video or virtual input to pre-retirement courses to educate those “vulnerable” to investment fraud. - The introduction of electronic Interagency Referral Discussion (eIRD) in the Lothian and Scottish Borders has facilitated an improvement in the recording, management and quality control of the IRD process between the partnership members. This NHS based platform ensures the same information is visible to all agencies across the division, clear decision making rationale and safety plans are recorded real time. This includes clarity about the immediate plans in place to provide sufficient safety to the child or adult, including clear attribution of tasks to agencies and timescales attached to these. All three agencies timeously record their contributions to the IRD on eIRD. Police officers involved in conducting IRD’s receive nationally delivered Advanced Child Protection training. | |

| Activity 40: Engage and support cultural change in Local Policing | Status |
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| <ul style="list-style-type: none"> - All campus police officers in Lanarkshire and Greater Glasgow Division have completed Adverse Childhood Experiences (ACES) trauma training and attended resilience screening to assist when dealing with young people in their schools. - Due to COVID-19, Dumfries and Galloway Division policing cultures have changed in relation to the workplace and how to engage with colleagues, partners and the public through changes such as physical distancing, wearing of PPE and virtual meetings. Daily management meetings measure the scale of the change which have been at a quick pace, with members of the Senior Management Team providing teleconference briefings to all staff to ensure that they are fully updated with an opportunity to engage and ask any questions. The Senior Management Team have all been visible to staff conducting a series of face to face briefings providing an opportunity to explain the reason for some cultural change and provide opportunities to consult with staff. - Greater Glasgow Division has regular engagement with the Lesbian, Gay, Bisexual, Transgender, Questioning & Intersex (LGBTQI) communities within Glasgow via the Glasgow LGBT working group, Glasgow LGBT Partnership as well as more localised engagement with Pride organisers and third sector support agencies such as LGBT Youth Scotland. Within the division there are four representatives from the Scottish LGBTQI Police Association who assist with the local equalities action plan and also sit on the Police Scotland National LGBTI Reference Group. - The introduction of the Contact Assessment Model (CAM) is a cultural change both internally and externally regarding our response to calls, managing demand and engagement with communities. Edinburgh City Division is currently working with communities to outline the changing culture of this methodology of working and to manage expectations. A learning hub has been created to capture changes. - Lothians and Scottish Borders Division recognises that mobile devices have changed how officers can access information and provide better operational outcomes. Access to mobile devices also insures officers can complete more administrative functions without always having to return to stations. - Fife Division actively engage in Local Policing East Wellbeing meetings, bringing together wellbeing champions and sharing best practice. There has also been a recent increase of one officer within the division's Equality and Diversity Team, who provides support to colleagues across the division, with the aim of developing and promoting best practice in the advancement of the Equality Outcomes and establishing improved links with key stakeholders and representatives from different community groups within Fife. | |

| Activity 41: Empower local divisions to develop, test and deliver innovative and collaborative initiatives to suit local needs | Status |
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| <ul style="list-style-type: none"> - Dumfries and Galloway Virtual Operations Support Team (DGVOST) was developed through partnership with the local resilience partnership. The team is deployed during major incidents and uses social media to gather real time information from the public and to distribute key messages. The success of DGVOST has brought the division | |

closer to their communities and boosted public engagement. Information is now more readily available at a local level during high profile incidents. The online posts have also attracted national attention and have featured on national news headlines and in newspapers during incidents of inclement weather. This highlights the ability to provide accurate and timely updates to communities.

- The Heartstone project aimed at tackling hate crime is being launched in October across six primary schools in Greater Glasgow Division. In addition, there will be another element to the project entitled 'Business in a Box' where 15 young adults aged between 14-25 will be identified for a six-week course/project at the end of which they will provide a presentation to invited guests.
- Ayrshire Division has undertaken to open a Sexual Assault Referral Centre to better support victims of sexual crime. This was a partnership approach with the NHS and Women's Aid, with Ayrshire Division opening up their approach to feedback, ensuring the journey victims go through is embedded in the planning stage.
- Divisional Fraud Champions (DFC) have been appointed and are embedded within each local policing division across the Force area. In order to better equip conventional officers in dealing with the increase in crimes of fraud, DFC delivered a series of workshops to front line officers during August 2020. These inputs provided direction and guidance on what to consider and how best to deal with cyber enabled and dependent crime as well as signposting the points of contact should advice be required. The inputs have been very well received across the Force area and have highlighted some of the complexities involved in such investigations.
- STRIVE is a joint initiative in Forth Valley Division, seeking to provide a collaborative approach to those individuals who require support, but previously did not meet recognised thresholds for support and intervention from partner agencies. An extension to the pilot is already granted until March 2021 to allow for meaningful assessment of effectiveness.
- Regular engagement occurs in Fife Division with partners/communities through the local Community Safety Partnership and Community Councils meetings. Joint working and shared learning is completed across all business areas to ensure that it fits local needs. Recent examples include the division's response to anti-social behaviour incidents during the COVID-19 pandemic, with joint patrols to private dwellings completed by Police and the local authority.

Activity 42: Embed our engagement standards and principles, built around inclusion and accessibility, across Police Scotland

Status

- Strategy, Insight & Innovation (SII) have produced a public engagement framework which has been shared with internal and external partners.

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| Activity 43: Scale up our existing approaches to engagement with children and young people, including development of trauma-informed approaches to engagement | Status |
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- National Safer Communities Children and Young People (CYP) team have joined colleagues in a short life working group, under the governance of Police Scotland’s Public Confidence Board, to develop a programme of engagement with children and young people. This will include focusing on vulnerable young people where a trauma informed approach will be fundamental to success. It will also incorporate engagement with care experienced young people to inform Police Scotland’s Corporate Parenting plan.

- Strategy, Insight and Innovation (SII) is working alongside Partnership, Prevention and Community Wellbeing (PPCW) to further develop approaches to engagement with children and young people with Who Cares? and other organisations.

**Objective:
Support our communities through a blend of local and national expertise**

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| Activity 44: Provide specialist operational resources to meet communities needs and protect them from risk and harm | Status |
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- Police Scotland's monthly Specialist Crime Division (SCD) Operational Delivery Board (ODB) meeting provides a tactical function to support local policing using the assets and resources controlled by Specialist Crime Division.

- The Extraditions Unit in consultation with the Crown Office and Procurator Fiscal Service (COPFS) have carried out a review of existing European Arrest Warrants both in Scotland and abroad. Pre-emptive measures have resulted in the overall figure of incoming warrants being reduced from 60 to 7 over the last three months, including those wanted for serious crimes. This has significantly reduced the risk to Scottish Communities from foreign national offenders resident in Scotland.

- Major Crime resources support local policing through assuming ownership of Major Investigations or providing specialist support and resources through ongoing liaison with local policing personnel.

- Business areas within Specialist Crime Division (SCD) contribute to the Scottish Multi Agency Threat Assessment (SMASTA) allowing the effective capturing of emerging threats, risks and identifying intelligence gaps. SCD work effectively with national intelligence partners and utilise intelligence management models and Scottish thematic areas to identify, understand and address emerging threats. SCD have close joint working with law enforcement and criminal justice partners such as COPFS, Border Force, Home Office Immigration Enforcement (HOIE), Marine Scotland, the Ministry of Defence Police, National Crime Agency (NCA) and others. Through the SMASTA and representation at the Scottish Multi Agency Tasking and Delivery Board and the Scottish Joint Agency Group there is discussion, joint focus and future operations are discussed and agreed.

- Cyber intelligence staff regularly engage nationally with significant partners such as National Cyber Security Centre (NCSC) and the NCA to identify and highlight threats to the Scottish communities. Cyber Investigations staff continue this engagement and support the intelligence process by identifying national threats to Scotland from Cyber attacks

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| Activity 45: Increase officer capability to support UK, cross divisional and local needs in order to support our National Mobilisation Agreement, including an increase in public order trained officers | Status |
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- Specialist Services continue to ensure that the appropriate specialist support is provided throughout Police Scotland. The public order capability and capacity is currently being increased from 7% to 15%. This increase continues to support local policing and the Flexible Resource Unit.
- Police Scotland are represented in National Police Chief's Council (NPCC) to ensure that we are prepared to mobilise for any cross border mutual aid requests.

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| Activity 46: Complete the roll out of the Contact Assessment Model across all Divisions | Status |
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- The roll out of CAM across all divisions is now complete. Resolution teams are operating in the East and West Command areas and on 29 September 2020, the establishment of a permanent North Resolution Team unit was implemented to provide alternative resolution and remote investigation options in respect of Police Scotland's North Territorial Command area. The unit is located within a purpose built facility on the site of the former Area Control Room in Inverness, with all necessary building alterations and ICT infrastructure work now completed. Local officers recruited to fulfil posts within the unit have all now completed bespoke training and induction packages, allowing them to undertake their new roles effectively. A transition plan is in place to manage the transfer of responsibilities to the new unit from the interim facility, in Dundee Area Control Room (ACR). The Dundee unit will continue to support service delivery for five weeks before a phased drawdown of resources commences, with officers ultimately being released back to Tayside Division.

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| Activity 47: Review and consider recommendations for service delivery improvements to standards of service for victims and witness based on insights | Status |
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- Strategy, Insight & Innovation have produced a Public Contact and Engagement Strategy and a high level implementation plan to progress this activity.

| Activity 48: Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes | Status |
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| <ul style="list-style-type: none"> - National Human Trafficking Unit (NHTU) chair the Scottish Government’s Human Trafficking Strategy Action Area 2 Group which aims to work to identify perpetrators and disrupt their activity. During the COVID-19 restriction period they recognised that potential victims of trafficking (PVoT) may be at greater risk of exploitation in the agriculture and fishing industries as COVID-19 changed the social and economic landscape in Scotland. Police Scotland visited 40 premises in the agriculture and fisheries sectors to look for indicators of human trafficking, COVID-19 compliance and to provide information to those businesses to prevent recruitment of exploited labour. This work continues to ensure that those vulnerable to exploitation and to using exploited labour are actively sought out during these challenging times. - NHTU also carried out significant partner engagement to gather and share information on the lack of visibility of potential victims of trafficking, those vulnerable to exploitation and on the activities of those businesses who may be vulnerable to using exploited labour. Partner’s briefings were produced and disseminated to internal and external partners and a further briefing was disseminated through their network of contacts reaching organisations such as Convention of Scottish Local Authorities (COSLA), Scottish Business Resilience Centre (SBRC), Scottish Grocers Federation, etc. It has been reported to NHTU that a targeted audience with a combined workforce of over 1.4 million staff was reached. - NHTU will be launching a social media campaign to coincide with Anti-Slavery Day on 18 October 2020, highlighting the need to be vigilant against human trafficking. | |

| Activity 49: Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers & doorstep crime and theft of motor vehicles | Status |
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| <ul style="list-style-type: none"> - The National Acquisitive Crime Tactical Board (NACTB) underpins a platform of sharing acquisitive crime information and trends in support of the identification of emerging threats and intelligence gaps at a local level. The deployment of national resource and partnerships in parallel to local resource and operational priorities supports local communities and victims of domestic housebreaking, doorstep crime, theft of motor vehicles, fraud and other acquisitive crime, targeting the most prolific offenders and promoting prevention tactics via the national and divisional Safer Communities strands. A dedicated Divisional Acquisitive Crime Team ensures collaboration across local and national boundaries with police, partners and communities to reduce harm as well as deliver optimum disruption and apprehensions. - Police Scotland campaigns aimed at tackling doorstep crime/bogus callers and planned collaboration with partners (HM Revenue and Customs, Trading Standards, local authority etc.) aim to assist in raising awareness of online fraud/scams and providing prevention and security advice. These campaigns are of particular relevance, given the marked increase in cyber related crimes/frauds during the COVID-19 pandemic. There are also planned initiatives to improve scam awareness within retirement and sheltered housing complexes. | |

- Through engagement nationally with forces in England and Wales, Lothians and Scottish Borders Division identified travelling criminals targeting premises and stealing vehicles throughout the division and in neighbouring divisions. As a result of this collaboration, the division has achieved significant detections and disrupted these groups. Through local directed social media messaging the division continue to provide prevention advice and awareness around acquisitive crime to communities. In particular bogus callers and rogue traders who often target the most vulnerable.

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| Activity 50: Provide high quality corporate communications services to support policing delivery | Status |
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- A new operating model for Police Scotland’s Corporate Communications department was put in place in September 2019. The department have mapped out a programme of communication activity for 2020/21 that supports Police Scotland's strategic priorities. This year’s activity includes public-facing behaviour change campaigns, key internal communication projects (such as MyCareer) and providing reactive and planned support to operations and incidents.

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| Activity 51: Work collaboratively with the communities we serve, drawing on our shared expertise and experience to improve outcomes | Status |
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- Partnerships, Prevention and Community Wellbeing have created a short life working group (SLWG) in conjunction with internal partners in Strategy, Insight and Innovation (SII) and Corporate Communications to reach deeper into groups who are less likely to engage with police e.g. areas of deprivation, Children and Young People (CYP) and BAME. Engagement with partners has taken place to gain access to their insights and develop an understanding of the needs of these sections of our national community.
- Street Assist works in partnership with Edinburgh City Division, Edinburgh Community Safety Partnership and NHS to deliver a safe environment for vulnerable people to access services, protecting people at risk of harm during the night. The project supports the emergency services within Edinburgh along with providers of night-time economy and the citizens of Edinburgh. Street Assist is run by volunteers requiring no policing or NHS resources with the view to reducing the number of people attending Accident & Emergency and the demand on the police.
- Over the summer months, in response to increased footfall and non-compliance with COVID-19 restrictions, Argyll and West Dunbartonshire officers took part in training days with the ranger team from Loch Lomond and Trossachs National Park to enable joint patrols on the water.
- As a rural region, Dumfries and Galloway Division need to ensure maximum reach and accessibility across all communities. Mobile connectivity cannot always be relied upon and with this in mind the division has a vigorous approach to community policing and engagement. Drop in sessions are held at stations and police surgeries at community hubs and supermarkets. These allow members of the public the opportunity to meet with officers and seek advice or information, whilst maintaining a visible and accessible police service. Working alongside partners, sessions are developed based

on themes or emerging crime trends to keep communities informed and offer access to crime prevention information.

- In Greater Glasgow Division an intervention project delivered by Lived Experience Mentors named "You Decide Project" has been piloted in Castlemilk. This project involved Violence Reduction Unit, Street and Arrow, Youth Link Scotland, Campus Officer, Community Police, Glasgow Housing Association, Castlemilk Resilience Group and Glasgow City Council. Evaluation from the project was positive and the project is planned for delivery in another area.
- Identification of local priorities within Lothian and Scottish Borders Division often come from engagement with the public at a very local level through community councils, schools and relationships built up with elected members. Partnership initiatives are widely used and include: road safety initiatives, drugs death prevention work, tackling anti-social behaviour, licensing, youth offending and diverting high tariff offenders away from crime by offering targeted support to broader needs. The division recently undertook a full partnership mapping exercise to understand all the different agencies, bodies and groups, including third sector, which can support positive outcomes for individuals and communities.

| Activity 52: Continue the implementation of our Local Policing Programme | Status |
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| <ul style="list-style-type: none"> - The Contact Assessment Model (CAM) Project started in 2019 and was rolled out to the West of Scotland in 2019/20. Call handlers now have options of; a) To provide advice and guidance to the caller; b) To refer the caller to the most appropriate agency; c) To arrange an appointment for the police to attend at an agreed time and date; d) To transfer the call to a police officer within new 'Resolution Teams' who can provide assistance over the phone or by video call; e) To arrange for officers to be dispatched either immediately or as soon as possible that day. In line with project timescales and after successful introduction in the West of Scotland the creation of an East Resolution Team, CAM was implemented into Edinburgh City and Lothian and Border Divisions as planned for 24 March 2020. In 2020/21 as a consequence of the COVID-19 pandemic and in support of the strategic objectives of Operation TALLA it was then necessary to expedite delivery of the CAM Model into the remaining local policing divisions (Forth Valley, Fife, North East, Tayside and Highlands and Islands) to ensure an appropriate and consistent risk assessment and level of service delivery across Scotland. CAM therefore achieved accelerated implementation into the remaining East divisions on 14 April 2020 and the North Command area the following week on the 21 April 2020. This was assisted by the requisite permanent and planned uplift of additional officers into the East Resolution Team to meet the associated demand, and the creation of an interim Resolution Team based in Dundee to service the North demand. CAM is on track for Project Closure in December 2020 - The Mental Health Pathway is a collaboration between NHS 24, Police Scotland and the Scottish Ambulance Service. It has seen the establishment of a dedicated Mental Health Hub within the NHS24 Service Centre. The Hub now operates 24/7 and provides a service for callers to NHS 24 '111' service who would benefit from mental health support to speak directly with an appropriately qualified mental health professional and receive additional access to support and care services as required. From August 2020, callers who contact Police Scotland on '101' non-emergency and '999' emergency numbers who are suffering mental health/distress, subject to | |

appropriate criteria, can now be referred directly by Police Scotland Service Advisors to the Mental Health Hub to receive the right care at the earliest opportunity. This collaboration will continue to be developed into Quarter 3 and Quarter 4.

- As part of the wider Estates strategy, the North East Division Integration Project involves collaborative work to dispose of the existing Police divisional headquarters in Aberdeen at Queen Street, and relocate staff and officers to other police buildings, plus co-locate others within the local authority headquarters of Aberdeen City and Aberdeenshire Councils. The ambition of Police Scotland in respect of this is to deliver a new model of policing in the North East of Scotland. A Full Business Case has been developed through Quarter 1/Quarter 2 which sets out the background and need to drive service improvements and efficiencies through new and innovative partnership arrangements, and by co-locating how opportunities are created to truly integrate and deliver enhanced local policing and partner services. At the SPA Board meeting on 30 September 2020, the Full Business Case for North East Division Integration Project was presented to members and approval was granted. The Project now enters a delivery phase which will extend across the remainder of 2020/21 and throughout 2021/22.
- The Resource Allocation Model (RAM) provides the ability to better understand local policing resource utilisation and quantify the resources available for proactive activities across divisions. A series of modifiers can allow the RAM to be tailored to the force priorities, adjusting the allocation accordingly. This methodology also allows resource utilisation figures to be considered in a mass-mobilisation scenario. The development of RAM work to date has provided the basis for identifying the stages of operational response, for example against the risks and absences that could be reasonably anticipated during the initial stages of COVID-19. Notwithstanding some limitations and caveats, the RAM continues to represent a current best evidence base for resource allocation decisions. The project to deliver a Resource Allocation Model under Local Policing Programme, was formally concluded in July 2020, where with the RAM now built, this is now being progressed by the Demand & Productivity Unit who have adopted the lifetime management and maintenance of the RAM.
- The Local Partnership and Initiative Fund was an important step forward in enhanced financial autonomy for Local Policing. For the first time, Divisional Commanders had a significant sum of money at their disposal to contribute to local initiatives in a meaningful way. This was positively received by Local Policing who, in turn worked collaboratively within their respective areas to make a difference to the issues of importance to their communities. Following the success of the 2019/20 fund, all 13 Local Policing Divisions have been applying for funding, in conjunction with partners on key local initiatives for 2020/21. Examples include; A 4-5 week programme of youth outdoor activities in Peebles/Eyemouth to reduce antisocial behaviour by providing benefits of active participation in focused activities; A multi-agency community based programme in Renfrewshire and Inverclyde Division aimed at reducing drug related deaths and improving local engagement in reporting drug related activity.
- In March 2020, as the COVID-19 response escalated, Police Scotland reached out to Special Constables and their employers to seek additional volunteering hours. In the 16 weeks to July 2020 the Special Constabulary supported the police response with more than 42,000 volunteering hours. This was double the same period in 2019 and encouraged a wave of enthusiasm amongst Special Constables, regular colleagues and the community as a whole. Social media engagements increased as did visitors to the Police Scotland website. Numerous employers provided additional paid leave to their staff to allow them to volunteer for Police Scotland. Letters of thanks have been sent to Special Constables and employers with these efforts very much appreciated.

As a consequence of the pandemic, there was a delay to wider activities such as development of a new Volunteering Strategy and Delivery Plan. Whilst delayed due to the pandemic, some strategy development sessions were held in latter part of Quarter 2 with input from Volunteers, Local Policing, Specialist Divisions, Scottish Police Federation, Trade Unions, People & Development and Corporate Communications. It is now anticipated that a draft Volunteering Strategy and high level delivery plan will be presented through governance groups into Quarter 3.

**Objective:
Support the changing nature of communities**

| Activity 53: Broaden local engagement using insights gained, alongside operational data, to understand the context of people’s experience, public perception and demand | Status |
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| <ul style="list-style-type: none"> - Significant progress has been made by Strategy, Insight & Innovation in establishing public perception and confidence reporting which has supported decisions by the Operational Review Meeting (ORM) and local policing to maintain public confidence and respond to operational improvements. | |

| Activity 54: Use national processes to ensure multi-agency information sharing to protect victims and vulnerable people and target high risk offenders | Status |
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| <ul style="list-style-type: none"> - Police Scotland has been working in conjunction with NHS Boards to identify appropriate healthcare facilities for forensic medical examinations of victims of sexual crime and that the use of medical suites within police premises should be phased out as soon as is practicable. The current position is that almost all Health Boards have opened new premises or upgraded current facilities, these include NHS Grampian, Tayside, NHS Highland (Western Isles, Shetland & Orkney), Forth Valley, Fife, Ayrshire and Arran, Lanarkshire and Dumfries and Galloway). These premises are now open and providing health care facilities for forensic medical examinations. - Use of Homicide debrief processes and feedback arrangements are in place to highlight and promote organisational learning and liaison with partner agencies. Major Investigation Teams engage with the Violence Reduction Unit to identify emerging trends and underlying causes in crimes of violence. - The Glasgow Drugs Strategy allows partners to rapidly and regularly share information in relation to changes in drug supplies, effects and interventions being encountered and offered across the city. This ensures that Police can continue to tackle drug related crime in conjunction with other statutory and non-statutory agencies offering intervention and preventative support to this vulnerable, complex community. - A multi-agency forum was set up with partner agencies (mental health, learning and disabilities social work, addictions etc.) in West Dunbartonshire to provide early intervention for individuals who were coming to the attention of services on a regular basis. The purpose was to collectively discuss and allocate responsibility for offering assistance to the named individual in the hope that their vulnerabilities could be | |

addressed at an early stage. It is planned for this forum to be adopted by the Argyll and Bute Adult Protection committee later this year.

- Dumfries and Galloway Division has a proven track record in dealing with human trafficking related incidents and routinely delivers a 'victim centred' approach to all such matters. For each and every incident investigated early discussions take place with the National Human Trafficking Unit whilst the assistance of partners such as interpreters, UK Border Agency (UKBA), National Crime Agency (NCA), Migrant Help, Trafficking Awareness Raising Alliance (TARA) and the local authority ensure that the care and wellbeing of the victims is maintained from the outset. The approach used by the division has had, and continues to have, great success with many traffickers identified and prosecuted for their part in such crimes whilst ensuring victims can lead a normal life which is free from abuse and exploitation.

- In Forth Valley Division the Multi-Agency Risk Assessment Conferencing (MARAC) process is well established and well attended across the partnership, ensuring maximum information sharing and the delivery of optimum outcomes for victims of domestic abuse. The new Multi-Agency Tasking and Coordination (MATAC) process is working well ensuring local divisional officers, in conjunction with Domestic Abuse Task Force officers, deliver a corporate approach to the disruption of domestic abuse perpetrators, focussing on identifying perpetrators who present the greatest risk. Disclosure Scheme for Domestic Abuse Scotland (DSDAS) continues to be an ever increasing area of business of Domestic Abuse Investigation Unit/Public Protection Unit (DAIU/PPU). The majority of the applications arise from the 'Power to Tell' proactive function of DSDAS. The Domestic Abuse Champions network is being increasingly utilised to positive effect, encouraging more officers to get involved in initiatives and Operations whilst learning and sharing information to colleagues surrounding domestic abuse throughout the division.

- The Risk and Concern Hub in Lothians and Scottish Borders Division covers four local authority areas. Recent localised improvements include a new information sharing protocol being established with Scottish Fire and Rescue Service, improved information sharing with Scottish Children' Reporting Agency and triage information now recorded on Vulnerable Persons Database (VPD), clearly outlining risk considerations for assessment by children services.

| Activity 55: Create a new officer safety training package to provide officers with a greater awareness and understanding of those suffering from distress and poor mental health | Status |
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| <ul style="list-style-type: none"> - Development of the two day Operational Safety / First Aid Training is in progress for launch in November 2020. This will provide consistent training nationally and deliver safety improvements including: situational/scenario based training, de-escalation skills for dealing with vulnerable persons and violent confrontation, improving professionalism and minimising use of force to increase public confidence. | |

**Strategic Outcome 3:
The public, communities and partners are engaged, involved and have confidence in policing**

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

| Activity 56: Engage with the public, SPA, SG and criminal justice partners on new policing approaches, including predictive analytics, in accordance with our rights based approach to policing | Status |
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| <ul style="list-style-type: none"> - The Strategy, Insight and Innovation (SII) team have been working alongside Safer Communities and Victim Support Scotland (VSS) to understand a decrease in referrals from Police Scotland to VSS from 2015 to 2020. The team approached the project using innovation and service design methodology to evidence issues and remove assumptions. Research was carried out to better understand what may have impacted the referral process. This included engagement with other UK forces, 24 colleague interviews across Police Scotland and VSS and a user experience survey which reached 1,465 members of the public who had recently contacted Police Scotland. Evidence of findings and recommendations to re-design the service provided by both Police Scotland and VSS that puts the needs of victims at the forefront were presented to VSS, Police Scotland colleagues and the Scottish Government Victim and Witness Task force in August. This work is now being prioritised and actioned by a collaborative task force team. - Police Scotland has developed a new Partnership Agreement with the Centre for Data Ethics & Innovation (CDEI), who are an independent advisory group within the Home Office. The objective is to create a tailored Data Ethics Strategy for Police Scotland, and an associated data ethics governance framework. The aim of the proposed Data Ethics governance framework will be to embed ethical governance into the development of new data-centric technology products (e.g. biometrics, data sharing, digital forensics, cyber, predictive analytics/artificial intelligence (AI)) to ensure our capture, storage, use and retention of data is done in an ethical manner which meets Police Scotland's values. We are currently in the preparatory phase where the CDEI are undertaking a series of stakeholder interviews across a variety of groups, including Police Scotland (Executive, operational officers and staff), SPA, public (via the existing Ethics Advisory Panel membership), academia, and Scottish Government. A draft Data Ethics strategy & governance framework is expected for socialisation later this year. - A Data Science Working Group has been launched to provide oversight of data science/predictive analytics/AI activities within Police Scotland. The group are currently capturing all existing active Data Science use cases with a view to develop a risk framework to assess each use case across a variety of factors, including business benefit, ethical/privacy impact, explainability of model, data quality, etc. The Working Group will also define a standard Data Science process and assess what capability Police Scotland requires moving forward. There has been engagement with Scottish Government to bid for funding for an AI experiment/proof of concept, as part of the CivTech Challenge. Funding is available from the Scottish Government on the grounds of the need for "Explainable AI" within the Public Sector within Scotland. The submitted use case, which has gained Scottish Government support, is to prove the concept of developing an "assistant" which automates the triage of intelligence logs to provide efficiencies in the intelligence process. | |

| Activity 57: Ensure a strong and consistent ethical oversight in key areas that is open to scrutiny and maintains public trust and confidence | Status |
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| <ul style="list-style-type: none"> - Police Scotland has introduced Ethics Advisory Panels (EAPs) throughout the organisation with a three tier model of local, national and independent panels. EAPs will provide Police Scotland with an opportunity to better consider matters that have an ethical dilemma at their heart, engaging a variety of expertise and wider perspective to better inform decision making. - Police Scotland are developing a Data Ethics Strategy & Governance Framework in conjunction with Centre for Data Ethics & Innovation. Ethical considerations are being built into our Data Science delivery model. | |

| Activity 58: Use high quality Equality and Human Rights Impact Assessments (EqHRIA) to ensure that policy and practices in policing proactively consider the potential impact on equality and human rights | Status |
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| <ul style="list-style-type: none"> - Processes are embedded within the governance of National Service Delivery documents to ensure all policy documents, including Standard Operating Procedures and National Guidance documents, have an EqHRIA completed. There is opportunity to consult and engage both internally and externally with partners, communities and key groups, which allows for greater transparency and robust evidence which can be applied in a structured way to the assessments to ensure they are responsive to the needs of those affected by their implementation. The current assessment allows for Mitigating Actions to be identified and recorded and these are thereafter reviewed and updated throughout the lifecycle of the document. This structure ensures a meaningful process is in place which ensures Service Delivery EqHRIAs are of the highest quality, advances equality and protects individual's rights and freedoms whilst complying with Equality and Human Rights legislation and our General Equality Duty. - EqHRIAs and work towards the Police Scotland Equality Outcomes and the Specific Duties are mainstreamed into all business areas. People and Development (P&D) are compliant in respect to publication of results for P&D Policies and Standard Operating Procedures (SOPs). National work (as part of the EqHRIA Improvement Group) is being progressed to improve the EqHRIA training, guidance, communications and governance. This aims to support improved understanding, completion, quality and publication of EqHRIAs - progress is reported via the Equality, Diversity and Inclusion Employment group and the Equality and Diversity Human Rights Strategy group. | |

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

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| Activity 59: Transform our approaches to public contact and engagement to meet our objectives to: <ul style="list-style-type: none"> • Create an accessible and seamless public experience, enabled by digital services • Empower our people to manage public contact, harm and vulnerability • Collaborate to tackle public safety and wellbeing challenges using a whole public sector approach • Continue to improve the reach of our public and community engagement activities | Status |
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| <ul style="list-style-type: none"> - The rollout of the Contact Assessment Model (CAM) enables our people to risk assess the circumstances presented and identify the most appropriate policing response and enhanced engagement with the caller to manage expectation. Additionally, our Service Advisors are empowered through appropriate training to identify appropriate referrals to Mental Health Pathway. | |

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| Activity 60: Procure and begin implementation of a new Unified Communications and Contact Platform (UCCP) | Status |
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| <ul style="list-style-type: none"> - Unified Communications and Contact Platform (UCCP) project has commenced following the approval of the Initial Business Case (IBC). The UCCP project will deliver the technical platform on which Digital Contact Services can be built. Engagement with Contact, Command and Control (C3) Division is key and resources from this business area are planned to be embedded within the core project team. The requirements developed for the procurement process cover the Digital themes described within the Public Contact and Engagement Strategy and the Request for Information (RFI) process conducted gave sight of the Digital Contact technologies currently available and has been used to further inform the requirements being used in the UCCP procurement exercise. - Pre-procurement activity is progressing with detailed planning, requirements validation workshops and external assurance activity all underway. An Invitation to Tender (ITT) will be released during Quarter 2020/21 with contract award expected at the end of Quarter 1 2021/22. Mobilisation and detailed planning will commence thereafter with contact platform upgrades being prioritised. | |

| Activity 61: Develop and implement new public contact channels and communication methods | Status |
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| <ul style="list-style-type: none"> - There are significant projects in progress around National Integrated Communication Control System (ICCS) and Unified Communications and Contact Platform (UCCP) with these expected to enable the opening of additional digital channel opportunities for public contact and engagement. Aligned to these technology projects and the Public Contact and Engagement Strategy, proposals are currently in early stage development towards establishment of an overarching Modernised Contact and Engagement Programme. | |

| Activity 62: Create and test meaningful measures for public confidence | Status |
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| <ul style="list-style-type: none"> - Strategy, Insight & Innovation (SII) undertook research and public engagement to understand the drivers across divisions and communities. The measures informed the Public Contact and Engagement Strategy and the Your Police survey questions and analysis. The work around the Public Contact and Engagement Strategy and Your Police Survey has provided significant insight to Public Expectation and has informed an array of ongoing work streams. This has included creation of a Public Confidence Board to support the best understanding of community need and to initiate actions that help trigger additional communication channels, particularly too hard to reach communities. | |

| Activity 63: Improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking | Status |
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| <ul style="list-style-type: none"> - Safer Communities, Equality & Diversity Unit continues to work with partners and local policing divisions to promote Third Party Reporting Centres as an alternative route for victims to report hate crimes. During COVID-19 restrictions this involved updating the list of centres across the country which were able to offer a remote reporting facility, ensuring victims continued to have access to advice and support during lockdown. - A national campaign to reassure the public that service responses to domestic abuse remains a priority for Police Scotland has been supported with ongoing consistent communications to encourage reporting. The number of reports made by way of Police Scotland's online process for domestic abuse increased by 62% in Quarter 1 2020/21 compared with the same period in 2019/20 which indicates that such public messaging is being received. - Applications for the Disclosure Scheme for Domestic Abuse in Scotland (DSDAS) which gives people at risk of abuse and agencies/organisations working with them, the information needed to make informed decisions about reducing risk by improving safety and protection, increased by 23% compared with the same period in 2019/20. - National Human Trafficking Unit (NHTU) administer and manage all National Referral Mechanism (NRM) reports which are allocated to Police Scotland by the Single Competent Authority (SCA). This is a method that Police Scotland are made aware of | |

a person who may be a Potential Victim of Trafficking (PVoT) and who may be encountered anywhere in the United Kingdom. The NRM complements the work of officers who encounter a PVoT but who may not wish to be supported through the NRM. NHTU support police officers with advice and guidance on human trafficking and exploitation and on NRM investigations. NHTU participated in a Scottish Government Human Trafficking Strategy working group to provide a training package for first responders, including police officers, who are agencies who may identify PVoT and provide support to them by entering them into the NRM.

- Police Scotland continues to work with third sector partners, principally Rape Crisis to encourage reporting and seek to exploit media opportunities to encourage potential victims to come forward.

Activity 64: Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation

Status

- Police Scotland’s Public Contact and Engagement Strategy set out our approach to involving the public and partners in shaping change through effective engagement. Strategy Insight and Innovation (SII) prepared and circulated a high level holistic implementation plan for the Strategy via the Public Confidence Governance Board. SII are further supporting Safer Communities, Professionalism and Assurance, Public Protection, local divisions and People and Development in developing approaches to engaging and involving the public and communities to help meet a number of Police Scotland’s strategic objectives.
- A weekly insights report has been considered at Police Scotland’s Operational Review Meeting, based on the Your Police survey, and action has been taken to respond to and support the public and communities. A more in-depth monthly insights report has been prepared for Senior Leadership Board alongside divisional reports that have been prepared to meet local scrutiny requirements and local actions.

Activity 65: Maintain openness and transparency in our communications

Status

- Police Scotland’s internal communication channels continue to keep police officers and police staff informed on all developments relating to the COVID-19 pandemic. These include:
 - Regular internal COVID-19 updates
 - Legislation / Procedural / Operational Guidance
 - Health & Safety Guidance
 - Officer and staff wellbeing information
 - Dedicated Frequently Asked Questions regarding COVID-19 response

The continued flow of communication has helped to keep police officers and police staff informed throughout the various different phases of lockdown and continues to contribute to establishing safe working practices and absence management. Key factors include:

 - Working from home capability and capacity
 - Provision of required PPE and Face Fitting Equipment
 - Use of Microsoft Teams to facilitate team meetings and minimise travel commitments

- Police Scotland use a number of different communication channels to ensure engagement takes places regularly with the public including:
 - Chief Constable participation at televised First Minister Briefings
 - Media events and briefings attended by Operation TALLA senior management
 - Information shared on Force Website
 - Use of Social Media platforms to provide guidelines and safety advice

Activity 66: Deliver a high standard of care to those in police custody

Status

- Police Scotland is always striving to deliver a high standard of care to those in police custody (more than 50,000 in 2020/21 YTD) and is always looking to improve the service we provide. This is achieved in various strands of our work highlighted below.
 - We work closely with our partners to look at new ways of introducing new services to assist offenders from reoffending and break the cycle.
 - We work closely with all 14 NHS Boards to improve the service provided to persons in custody and improve their health and access to services once released.
 - We welcome visits from Independent Custody Visitors (ICVS), HMICS and European Council for prevention of torture to scrutinise our services and make recommendations to improve.
 - We deliver relevant training to all our staff including Continuing Professional Development (CPD) training.
 - We identify inconsistencies in custody throughout Police Scotland, seek to identify a uniform solution and thereafter deliver.
 - A Continuous Improvement Team has recently been introduced into Criminal Justice Services Division (CJSD) to seek ways to improve all areas of the division.
 - Regular audits are carried out to ensure the service delivered to persons in custody is the best it possibly can be and areas are rectified when identified.
 - Complaints Against the Police in CJSD are dealt with timeously.
 - Daily morning meetings for the Senior Management Team (SMT) to examine all operational incidents and seek to improve service provision where required.
 - The Standard Operating Procedure (SOP) for CJSD is regularly reviewed and updated.
 - Our operating model is regularly reviewed to ensure our estates and staffing model are fit for purpose.
 - At SMT stats are reviewed and comparisons drawn across the Police Scotland estate to ensure all areas are performing as expected.

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

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| Activity 67: Act on insights gained from public engagement to design our services and address issues that matter to the public and partners | Status |
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- Insights from the Your Police and User Experience surveys has been used to improve service delivery and respond to local concerns. Levels of public engagement have increased by over 500% in the last two years and Your Police survey currently has over 24,000 responses with public confidence levels sitting at around 60%, a 20% increase on pre-COVID-19. The User Experience Survey has been carried out by text and online during COVID-19 with satisfaction across all measures remaining high.
- A national engagement exercise to understand and assess public and stakeholder perceptions, expectations and requirements of body-worn cameras is planned over the next three months for the Digitally Enabled Policing Board.
- A tiered approach to Ethics Advisory Panels has been introduced which includes an Independent Advisory Panel with membership from a diverse range of individuals from the public, private and third sectors. There are plans in motion to augment this existing panel structure with specific Data Ethics Panels which will afford external parties a voice on emerging new technology and the police use of analytics.
- Information on Multi-Agency Public Protection Arrangements (MAPPA) and Registered Sex Offenders (RSOs) is updated monthly on the Police Scotland internet site. Pre COVID-19 lockdown it was apparent that there were a significant number of Freedom of Information (FOI) requests for a breakdown of RSOs within postcode areas. This is being monitored and consideration being given to including this data in the monthly internet update. Work in this regard is ongoing and came directly as a result of public engagement, to address an issue that matters to our communities.
- During the implementation of cyber kiosks within Police Scotland there was significant external engagement with communities and other key stakeholders. Feedback was taken into consideration throughout this process and helped shape the way kiosks and processes were delivered internally to ensure that public confidence was high and that there was clear accountability and transparency.
- Public confidence data is now included in Highlands and Islands Division scrutiny reports for each Area Command. The Divisional Commander is working with the Strategy, Insight and Innovation (SII) Team to develop bespoke support to address perceived public confidence issue in Area Commands. Additionally, information obtained from the public and partners at various fora such as local scrutiny committees, Community Partnership Meetings, Community Councils and through routine informal / multiple format engagement is used to inform service delivery / deployment of resources / patrol matrix / etc.
- In Tayside Division, at the beginning of the coronavirus outbreak and the introduction of social distancing in shops, feedback was received from chemists in the community that service users that were attending for prescriptions were not social distancing. Consideration was given to multi-prescriptions for opioid substitute therapy to minimise contact. Through established partners under the Dundee Drugs Commission,

engagement was carried out with the community who use drugs and were resistant to a high police presence at the chemists, which ran the risk of them seeking other opiates. The division worked with advocacy and 3rd sector to arrange specific marshalling and support in that specific community, with a much lighter - routine - presence by the division. The tailored approach reassured the drug use community, wider community, chemists and partners and acknowledged by NHS.

- In North East Division, local engagement events take place through Community Planning arrangements and use of Citizens Voice Surveys to ensure cross sector and specifically police activity meets public expectations and Local Outcome Improvement Plans (LOIP's). In addition, North East Division carry out monthly analysis of feedback on their Social Media platforms to act on any feedback.
- The Equally Safe Multi Agency Centre will be the first of its kind in Scotland, based on the site of the former St. Katherine's Home in Edinburgh, owned by City of Edinburgh Council. The primary aim is for children, young people and adults who have been victims of sexual assault and other forms of abuse and neglect to receive the appropriate care and support. A group of agencies joined forces to develop the £2.9m bespoke facility and it is led by NHS Lothian, City of Edinburgh Council and Police Scotland with financial contribution from Scottish Government. The group, which drew in the expertise of charities Rape Crisis and Children First, will launch a one-stop, safe space for child protection, victims of gender-based violence and abuse from across Edinburgh, East Lothian and Midlothian. The specialist centre will bring experts from child and adult protection, healthcare, police and social work together under one roof to provide age appropriate, wrap around care.
- In Lothians and Scottish Borders Division, activity has recently taken place in the form of Operation JUNEAU - initially a multi-agency response to drug enforcement, which will transcend into a multi-agency task force to look at drug death prevention. This includes working closely with the local Drug and Alcohol Partnership and voluntary sector.
- Road Policing engage closely with local authorities and external groups such as Road Safety Scotland and Cycling Scotland to adapt and respond to concerns raised through their engagement programmes. During 2020/21, Road Policing delivered Operation Close Pass and Lose the Blinkers in partnership with cycling and horse riding bodies. In addition, Safety Camera Units work closely with their local authorities to identify areas for deployment that would be most effective in reducing road casualties.
- As a result of the unique circumstances presented by lockdown and wider ongoing restrictions, feedback from communities identified a clear need for tailored messaging regarding cyber security to support individuals working from home and specifically to support businesses becoming digitised during lockdown. The cyber harm prevention team developed a number of campaigns of messaging broadcast nationally by our network of web ambassadors and ran a series of webinars and workshops to support businesses. This developed into supporting the Scottish Government's new weekly cyber bulletin which was created to specifically tackle the threats of cyber-attacks during lockdown and has now become a permanent monthly publication. Police Scotland's Cyber Harm Prevention Team has joined the recently formed Cyber Scotland Partnership. Work continues with partners including the Scottish Business Resilience Centre; Scottish Government; Scottish Council for Voluntary Organisations; and ScotlandIS to create a website, publish the aforementioned bulletin and plan and prepare for Cyber Scotland week. The partnership will also work to build cyber

resilience across all communities of Scotland to address the identified need of private and business communities for more and greater information to become cyber resilient.

- Renfrewshire and Inverclyde Division routinely review results of Policing Service experience as part of the Divisional Operational Service Delivery Board, with actions generated to address any identified performance exceptions. In addition, close partnership working with a range of partners through formal, multi-member groups are routinely chaired by the division, these include the following groups:
 - Alcohol & Drug Partnership
 - Deliberate Fire Reduction Group
 - Renfrewshire Partnership Hub

The division link with local authorities via robust local authority scrutiny boards. These scrutiny boards ensure they communicate policing plans, outcomes and joint working arrangements, each Local Area Commander attends these meetings and is held accountable to the objectives agreed in their Local Policing Plans aligned to the Local Authority policing plans.

| Activity 68: Deliver a multi-agency approach to the Scottish Government’s Mental Health Strategy and reduce related demand | Status |
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| <ul style="list-style-type: none"> - ACC Partnerships, Prevention and Community Wellbeing (PPCW) chaired the reformed Mental Health Governance Group. - The Mental Health and Wellbeing and Suicide Prevention Team (MH&SP) team are: <ul style="list-style-type: none"> • Creating a Police Scotland Mental Health Strategy. • Involved in a working group with Demand and Productivity Unit, C3, CJSD & Public Protection Unit (PPU) to reduce police demand ensuring person centred approach. • Working with Public Health Scotland (PHS) to create new awareness training for staff. • Engaging with SG to consider best practice and long term status of Mental Health Assessment Units created during COVID-19 | |

| Activity 69: Build on our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways | Status |
|---|--------|
| <ul style="list-style-type: none"> - Police Scotland continue to build on the collaborative relation with British Transport Police (BTP), relationships have been further enhanced following the multi-agency response to the Stonehaven rail crash. - Work is also ongoing with BTP regarding nuclear rail movements. - ACC Operational Support attends the Scottish Railways Policing Board to ensure strategic co-operation. - BTP are involved in the planning and running of events and there are numerous and regular working relationships at a local level. | |

| Activity 70: Strengthen and enhance our work with partners through community planning arrangements to share information and develop education, prevention, diversionary and enforcement measures to tackle national and local priorities | Status |
|---|---------------|
| <ul style="list-style-type: none"> - In Edinburgh City Division, Prevention, Interventions and Partnerships (PIP) undertake extensive engagement with places of worship and communicate frequently, both directly, and through Places of Worship SPOCs. Joint visits to Edinburgh's minority places of worship are being carried out by PIP officers and the local SPOC to establish a more cohesive and coordinated approach to engagement with these communities. PIP have been in regular contact with each place of worship throughout the COVID-19 pandemic to provide continual updates on Scottish Government guidelines and to monitor any concerns or any other issues they may be experiencing and this has, without exception, been met with a positive response. - Prevention, Partnerships and Community Wellbeing (PPCW) continues to play an active role in the Community Planning Improvement Board which seeks to improve the effectiveness of Community Planning across Scotland. This allows representation of the Partnership Superintendents network on this national forum. - In Dumfries and Galloway Division, work has been ongoing through the Syrian resettlement scheme which is a Community Planning led multi-agency group to provide security advice and a full survey prior to relocation in an area. - In Dundee, Preventions and Interventions staff continue to be involved in a number of work streams. The Non-Fatal Overdose Pathway, which represents a considerable investment for the city, is well established in Dundee but work is ongoing to have this pan-Tayside. Discussions are also at an early stage to tackle mental health with partnership work to tackle this and prevent suicides at locations of concern. - In Greater Glasgow Division, the creation of Glasgow City Centre Risk Oversight Group links public and private sector and the homeless communities within Glasgow City hotels. - Voluntary Offender Watch (VOW) Project in Edinburgh City Division sees lived experienced peer mentors working with police to engage repeat offenders and support them to address their behaviour and reorient their lives along more positive paths | |

| Activity 71: Deliver a multi-agency approach to preventing and tackling wildlife crime | Status |
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| <ul style="list-style-type: none"> - Police Scotland is participating in a national Wildlife crime operation focussing on each of the six National Police Chief Council (NPCC) wildlife crime priorities in turn: Convention on International Trade in Endangered Species (CITES), Badger Persecution, Freshwater Pearl Mussels, Bate Persecution, Poaching and Raptor Persecution. Tailored activities will be undertaken under the headings 'interventions', 'preventions' and 'enforcement'. The operation will commenced on 01 October 2020, focussing on CITES throughout the first phase. Partner agencies, including Partnership for Action Against Wildlife Crime (PAW) members, local groups and third sector, will support Police Scotland throughout, including providing specialist training to police, conducting joint enforcement activity and collaborating on events to raise | |

awareness of wildlife crime to the public and businesses. Partners will also support the operation by promoting it via their social media platforms.

- A wildlife crime e-learning package aimed at first responders (community and response officers) has been approved and is currently awaiting construction.
- A Police Scotland officer has recently been identified by a rigorous and competitive selection process to be seconded to the National Wildlife Crime Unit as an Investigative Support Officer for Scotland.

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| Activity 72: Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration strategy. We will explore opportunities for collaboration in four core areas: co-location, co-response, shared knowledge and shared services, including fleet | Status |
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| <ul style="list-style-type: none"> - Police Scotland continue to work with Scottish Fire and Rescue Service (SFRS) & Scottish Ambulance Service (SAS) through the Reform Collaboration Group to maximise opportunities for collaboration. We are currently undergoing a strategy refresh, assessing synergy across the three services strategic outcomes, strategic plans and our responses to COVID-19 via our Renewal and Continuous Improvement and Remobilisation Strategies. Workshops to explore a Collaborative Operating Model are in progress. | |

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| Activity 73: Contribute to and participate in key stakeholder activities, including the government’s Victim’s Taskforce, to improve support, information and advice for victims of crime | Status |
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| <ul style="list-style-type: none"> - Along with Specialist Crime Division (SCD) colleagues, Police Scotland are supporting victims within the Criminal Justice system through the Victim's Taskforce and the associated working groups. This includes Trauma Informed Group which is due to produce a summary of all trauma informed work across the Justice Sector. | |

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| Activity 74: Improve the whole system approach to mental health by enhanced engaged with partners and groups including the SG Distress Intervention Group, National Suicide Leadership Group and Health and Justice Collaboration Improvement Board | Status |
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| <ul style="list-style-type: none"> - Mental Health and Suicide Prevention (MH&SP) team and Corporate Communications engaged with National Suicide Prevention Leadership Group (NSPLG) to support United to Prevent Suicide (UTPS) campaign on suicide prevention day. MH&SP Team are involved with Action 4 working group relative to support for families bereaved by suicide. NSPLG have approved restart of this pilot with tenders for work to be submitted by December 2020. MH&SP team are engaging with Highlands and Islands and Ayrshire Division to ensure their readiness for the pilot with a potential start date of March 2021. | |

| Activity 75: 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 |
|--|--------|
| <ul style="list-style-type: none"> - The Deter strand focuses on supporting partners to protect themselves against serious organised crime (SOC). Recent work with the Serious Organised Crime Group (SOCG) Mapping team at the Scottish Crime Campus focussed on those SOCG's investing in a wide range of small medium enterprises (SME's) used to launder the illicit proceeds of crime. Drawing on this analysis, Deter supported Scotland's public sector to 'target harden' their organisations through development of the 'Business Exploitation Document', endorsed by the Cabinet Secretary for Justice. This document highlighted those businesses most at risk from SOC, advocating due diligence by unsuspecting organisations. These relationships with external partners worked well, particularly during the initial stages of COVID-19, where it became clear that SOC had quickly adapted their approach to exploit the Business Grant scheme administered by Local Authorities. A series of alerts were circulated and accompanied by a 'Horizon Scanning' document that highlighted the impact of COVID-19 upon SOC in Scotland and designed to support organisations in their recovery, through considering cross cutting threats and enablers. - Divert's Positive Lifestyles programme was initially delivered within Young Offenders Institution (YOI) Polmont with the primary aim of diverting young people from SOC and from using its products. The programme has been developed over the last three years and work is ongoing to pilot delivery of this programme within residential care establishments and in support of the non-criminalisation of Children in Care initiative. In July this year, Divert's work in Polmont was highlighted in the BBC Panorama programme highlighting Scotland's trauma informed approach to criminal justice. - The individual success of each of the four strands is clear and to further a more holistic approach towards SOC, Safer Communities Divert Deter are transferring to Specialist Crime Support to merge with National Disruptions to become the National SOC Interventions Unit. The aim of this realignment is to ensure that Police Scotland makes the best use of the options available to combat ever evolving complex criminality that brings the greatest harm to Scotland's communities. The key objective is to support Senior Investigating Officers within Divisions / OCCTU and Divisional SOC Interventions officers, with an array of options based on the most up to date tactics available. Additionally, this expertise will be available to partner agencies through the Multi-agency Tasking and Delivery Board. - The Detect strand continues to proactively engage with partner agencies to pursue offenders and safeguard the most vulnerable in our communities. A recent County Lines day of action in September 2020 resulted in a number of vulnerable people being identified, 'cuckooing' addresses being visited, and a number drugs search warrants executed and people being arrested. A large quantity of controlled drugs, including heroin, cocaine, amphetamine and cannabis were seized. Tens of thousands of pounds in cash and weapons, including a Samurai sword, were also recovered. - Significant drug seizures have also been made on the M74 - the main travel route through the country from the South and close partnership working also continued during the COVID-19 pandemic with Police Scotland playing an instrumental role in Operation VENETIC - the most significant ever UK operation into serious and organised crime. During Operation VENETIC, a joint investigation involving Police Scotland, the National Crime Agency (NCA) and the Metropolitan Police resulted in 28,000,000 Etizolam, or fake Valium, tablets, worth £14 million being seized from a premises in Kent. The illegal drugs, being manufactured on an industrial scale, were destined to be distributed on Scotland's streets. | |

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

Objective:
Prioritise wellbeing and keep our people safe, well equipped and protected

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| Activity 76: Provide officers and staff with the appropriate equipment and technology to work safely | Status |
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| <ul style="list-style-type: none"> - In response to COVID-19, over 15,000 frontline police officers and staff have been trained and equipped or re-supplied with the necessary Personal Protective Equipment (PPE). Furthermore, 2,200 laptop devices and 2,300 remote access tokens (RAS) have been provided to officers and staff to promote working from home. | |

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| Activity 77: Complete roll out of mobile devices to local divisions (phase one) | Status |
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| <ul style="list-style-type: none"> - In early 2020 mobile devices replaced paper notebooks for front line officers. The Samsung Note 9 device has been specifically programmed for Police Scotland and gives officers access to a variety of every day policing applications whilst out on patrols that were previously only available in an office environment. The modernisation of the paper notebook has already reduced paperwork time for officers that ultimately improves public service on a day to day basis. This investment in technology is vital to ensure that Police Scotland adapt to the changing needs of our communities and our officers are best equipped to deal with incidents. - Divisional rollout of devices and associated training has completed as scheduled (June 2020). | |

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| Activity 78: Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26 | Status |
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| <ul style="list-style-type: none"> - Policy, guidance, CPD and training is in place to support event planners and Event Policing Leads with best practice to adhere to in the delivery of safe and secure events for public and police alike, in collaboration with partners. Adjustments to training practices to facilitate continued support and delivery of events during the restrictions resulting from COVID-19 are kept under review. Due to the impact of the pandemic, the number of events has decreased in 2020, with the majority being protests and demonstrations. In response, a dedicated unit (the Protest & Demonstration Co-ordination Unit) has been created to support events planning, collating all relevant information and intelligence feeds to tailor a proportionate police response, appropriately equipped to face the evolving challenges. Debrief processes are in place for all events and operations to capture learning and inform policy and practice | |

development. Despite the unprecedented operating environment all events and operations in 2020 have been safely delivered to date.

- COP26 Gold Strategy includes Strategic Objective No.11 - Ensure the health, safety and welfare of all police personnel as a key consideration in the planning and delivery of the event. Taking cognisance of the unique operational demands of COP26, an Operation URRAM Wellbeing Lead has been appointed to ensure that the stated objectives are being proactively pursued in respect of Police Scotland and mutual aid personnel. Police Scotland actively supports a positive and committed approach to employee health and wellbeing for the policing of COP26. Using previous feedback, Police Scotland will promote and embed an inclusive approach to health and wellbeing in relation to planning considerations, working practices and logistics to ensure that those involved in the planning and delivery of the operation feel valued and supported by the organisation. Through the COP26 Wellbeing Strategy, we will work to support the wellbeing of all members of our diverse workforce and, where reasonably practical, minimise the disruption to the personal lives of officers and staff whilst maintaining a safe and secure event. We will ensure that the management and promotion of health and wellbeing is integrated into all aspects of the operation and is considered in policy and decision making. This is fundamental in achieving an engaged and productive workforce.

| Activity 79: Ensure we are adaptable in our approach to health and safety, flexible working practices and resource management, learning from experience of emergency planning and response, including the COVID-19 pandemic | Status |
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| <ul style="list-style-type: none"> - People and Development line manager support toolkits are issued weekly. - Smarter working/ toolkit to support new ways of working launched in September 2020 along with a Framework for new ways of working. - Draft homeworking procedure are in progress and policy simplification process continues. - Review of attendance management and capability processes is underway with delivery by March 2021. - Health & Safety operational guidance in relation to personal protective equipment, vehicles, uniforms, physical distancing & cleaning is reviewed and updated regularly. - Formalisation of seven day operation of People Direct in progress to support operational demand. - A short life working group (SLWG) feasibility study into options for innovative methods of training delivery is underway and there will be a launch of Virtual Classroom Technology introduced by January 2021. | |

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| Activity 80: Enhance the wellbeing programme as part of our people strategy, to support a healthy working environment including the delivery of a wellbeing framework | Status |
| <ul style="list-style-type: none"> - A Wellbeing Investment short life working group (SLWG) has been created with the plan and priorities approved at the September 2020 Senior Leadership Board (SLB). - A range of Annual Delivery Plan activities around wellbeing is in progress including: Specific Psychological Health Awareness training to Sergeant/Inspectors/Chief Inspectors and staff equivalents (March 2021). - Back Clinics and Sleep Clinics are to be launched at locations across the country. - In addition, 'Art of Resilience' seminars are to be delivered and pilot Psychological Health awareness training is to take place in four targeted higher risk areas within the organisation (March 2021). | |

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| Activity 81: Continue strategic review of prevention of violence towards officers and staff | Status |
| <ul style="list-style-type: none"> - As part of the Your Safety Matters (YSM) strategic review of violence toward officers and staff, the Chief Constable launched an Assault Pledge in August 2020. The Pledge outlined his commitment to reduce the impact of violence and improve the safety of officers and staff. The Chief Constable made it clear that violence against officers and staff is unacceptable and should never be seen as simply part of the job. The Cabinet Secretary for Justice and the Lord Advocate both support the Pledge, which also calls on wider society and the public to support policing. - YSM continues to develop a variety of other work streams, including the development of an enhanced officer safety training programme that includes updated techniques and verbal de-escalation skills in addition to enhanced first aid training, partnership working with external partners in Crown Office and Procurator Fiscal Service (COPFS), and enhanced briefing and deployment processes for forensic scene examiners to provide improved operational oversight and staff safety. | |

Objective:
Support our people to be confident leaders, innovative, active contributors and influencers

Activity 82: Launch MyCareer and embed competency value frameworks along with leadership pathways

Status

- MyCareer is Police Scotland’s appraisal system, underpinned by the Competency and Values Framework (CVF) supporting continuous professional development for officers and staff, while providing the gateway for future development and promotion. The following details planned activity for 2020/21:
 - MyCareer proof of concept launched in October 2020 and completes in June 2021.
 - Accelerated Leadership Programme will launch its first cohort in October 2020.
 - Pilot Sergeants Pathway launches in March 2021.
 - Evaluation and Review Framework ready for March 2021.

Activity 83: Develop and implement programmes of work that support individual performance and development

Status

- People and Development (P&D) have launched MyCareer, which will replace Personal Development Conversations (PDC’s) and will put in place a formal support process for managers to work with individual’s within their teams to develop a suitable programme of work. Succession planning pilots have been delivered this year by P&D to explore the value and viability of implementing a process across the organisation that enables managers to have honest conversations with their terms regarding future development and next steps, balanced against the current and future resourcing requirements of the organisation.

Activity 84: Effectively engage with our people, acknowledging good work, encouraging innovative thinking and co-creating solutions

Status

- Across Police Scotland regular meetings take place in order to share ideas, best practice and encourage suggestions for organisational improvement. Officers and staff are regularly praised for good work and nominations submitted for both internal and external awards where appropriate. In June 2020, Greater Glasgow Division celebrated the achievements of many officers during the annual Divisional Commander’s Award Ceremony. Due to COVID-19 restrictions, this was the first time the event was arranged virtually and it was recorded and posted on the Greater Glasgow Division Local Policing intranet page. Overall, some 75 reward recipients had their contributions acknowledged by members of the local Senior Management Team.
- The Strategy, Insight & Innovation (SII) team is undertaking focus groups and an online survey to capture the views of officers and staff, across areas and services, on

the working during the COVID-19 pandemic. The results will inform the design of a new working model.

- Within the Organised Crime and Counter Terrorism Unit (OCCTU) an effective organisational learning (OL) structure and process has been developed and implemented to nurture and embed a culture of empowerment, innovation and continuous improvement. OL is understood as the collection, processing, management and dissemination of new information on a continuous basis to improve knowledge, decision-making and organisational performance. In an operational context, OL is inextricably linked to delivering Police Scotland's commitment to 'Keeping People Safe' by providing a mechanism to capture and coordinate learning from operations, exercises, inspections, reviews and training undertaken. A robust yet flexible OL structure is essential in enabling us to learn and adapt from our successes yet also accept and learn from our failings whilst guarding against a blame culture.
- As a result of the pandemic and the resultant lockdown restrictions, the Substance Harm Prevention Team engaged with Public Health Scotland to identify new ways of sharing information to address the needs of those at risk in communities through substance misuse. As a result a new partnership was formed and a new data form created to share information around suspected drug related deaths, to ensure early notification and provide data compliant information to better inform health interventions. The innovative approach has resulted in a new partnership meeting with increasing frequency to better inform health approaches as a result of enhanced information sharing.
- As part of the Road Policing People Plan, the Senior Management Team (SMT) have committed to visits across all Road Policing bases. The SMT review all incidents of note at morning meetings and recognise instances of individual and team good work, providing positive feedback to those concerned. Road Policing hold annual Senior Investigating Officer (SIO) conferences which provide an opportunity for all Road Policing SIOs and SMT to engage, acknowledge good work and learn from each other. In addition, local engagement between officers and the Road Policing (RP) management team provides a platform for staff to raise concerns and offer solutions/ideas. For example, a Tayside RP officer suggested the idea to create information videos for the public about road safety / roadworthiness as we emerged from the COVID-19 lockdown. This idea was supported and developed, with the officer producing the script and taking the starring role. These videos were shared on Police Scotland's social media for public consumption and received a wide range of positive feedback.
- The PerformPlus CI Approach is adopted within our ICT Service Delivery and Service Desk Teams. This model places an emphasis on celebrating success, problem solving and creative thinking.
- Regular Continuing Professional Development (CPD) events are held across Police Scotland which are themed and provide an opportunity to mix with colleagues from different business areas and develop knowledge of the interlinked business.

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

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| Activity 85: Continue to implement all key areas of our People Strategy, refreshing where appropriate | Status |
| <ul style="list-style-type: none"> - Police Scotland's People Strategy represents our commitment to empower, enable and develop our people. It sets out plans to support our people and build a workforce that meets the future demands placed on policing in Scotland. The People Strategy Year 3 2020/21 Annual Delivery Plan has been approved and development and design work for the next iteration of People Strategy is in progress. | |

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| Activity 86: Effectively engage with, and support, our people through local delivery of people plans | Status |
| <ul style="list-style-type: none"> - People and Development have people partners allocated to every territorial and specialist division across Police Scotland. Partners work side-by-side with divisional senior management teams to assist with strategic people management practices activity to be delivered locally. Local People Plans were developed, supported by the people partners and our PPs support the local implementation of these Plans. Our PP's attend divisional senior management team meetings in a professional advisory capacity. | |

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| Activity 87: Ensure effective engagement and communication across the service to support the people impact of change | Status |
| <ul style="list-style-type: none"> - This activity is mainstreamed via our well established organisational change consultation processes, consultative forum, people plans, wider people services interactions, line management toolkits and People Direct facilities. | |

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| Activity 88: Deliver and implement a strategic workforce plan to achieve the right balance of resources and skills | Status |
| <ul style="list-style-type: none"> - Strategic Workforce Plan on track for delivery by end of November 2020. | |

| Activity 89: Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty | Status |
|--|---------------|
| <ul style="list-style-type: none">- Work towards the Police Scotland equality outcomes and the specific duties are mainstreamed into all business areas. A positional review and planning the development of the E&D Mainstreaming and equality outcomes progress report and refresh of the equality outcomes is under way (April 2021). Significant work is ongoing to improve EqHRIA training, guidance, communications and governance. This will improve compliance with the specific duties and ensure considered decisions from an equality, diversity, inclusion and human rights perspectives at all levels of decision making across Police Scotland. Continuous improvement work is underway in relation to E&D Workforce Monitoring to ensure that legislative requirements are met in an efficient and effective way. Benchmarking in relation to gender pay gap reporting is also underway to prepare for the publication of pay gap information (April 2021). | |

| Activity 90: Strengthen the diversity of our workforce by continued positive action initiatives to support people from under-represented groups to consider and begin a career in policing | Status |
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| <ul style="list-style-type: none">- Work is in progress in relation to recruitment and improving access to timely recruitment statistics. Work is also progressing with recruitment and vetting to ensure there is no disproportionality in relation to vetting outcomes. Equality and Diversity (E&D) monitoring work is in progress in respect of promotion. | |

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

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

| Activity 91: Implement improvements to our professional support services and processes to enable policing, including continuation of the Transforming Corporate Support Services Programme | Status |
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| <ul style="list-style-type: none"> - The Transforming Corporate Support Services (TCSS) Programme has been making good progress since being taken off of pause following a portfolio review relating to COVID-19. The programme has had approval of the Resource Model, Plan, Timeline and initial project deliverables for the Requirements Phase of the approved projects. The tactical projects have now progressed into the Procurement Phase. | |

| Activity 92: Develop, design and deliver a strategic roadmap for Police Scotland to enable future organisational design | Status |
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| <ul style="list-style-type: none"> - Development of the strategic roadmap is being undertaken as part of the 3 year business planning process for 2021-24 which commences in November 2020. | |

| Activity 93: Continue to develop our design function and target operating model for policing, including local, national and corporate structures to deliver the best services for people and communities | Status |
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| <ul style="list-style-type: none"> - The Target Operating Model (TOM) structure has been agreed. Each area is now being populated with target states. This will include current organisational learning from COVID-19. - The Design Authority has recently been stood up, and the Terms of Reference (TOR) has been agreed. | |

| Activity 94: Invest in our use of data, digital, analysis and intelligence and the resources to support evidence based policing | Status |
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| <ul style="list-style-type: none"> - Strategy Insight & Innovation (SII) are developing approaches to managing academic research and opportunities for establishing evidence based policing. - The Demand and Productivity Unit are continually developing the organisation's data and new approaches to analysis and industry standard tools and techniques. | |

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| Activity 95: National infrastructure funding – progress the strategic business case to meet the future needs of Policing in Scotland | Status |
| <ul style="list-style-type: none"> - Strategies have been delivered and presented to Scottish Government for Fleet, Digital, Data & ICT (DDICT) and Estates. Future strategies on energy, cyber and public contact are currently in development. Submissions have been made within the last six months to the Scottish Government Spending Review, the Scottish Government's Infrastructure Commission review on capital spending and to the Scottish Government's £2bn low carbon fund. The Scottish Government recently put out for consultation their draft 5 year Infrastructure Investment Plan, "A National Mission with Local Impact". Feedback is currently being collated to inform the organisation's response to the draft plan as part of the consultation process. We await the outcome of all three exercises. | |

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| Activity 96: Deliver effective financial management and budgetary control to support a sustainable financial direction for policing in Scotland | Status |
| <ul style="list-style-type: none"> - Budgeting methodology continues to improve, with adoption of zero based budgeting for 2020/21, supporting the justification of a structural increase in non-pay and equivalent year-on-year revenue funding increase from the Scottish Government. A quarterly forecasting cycle is in place to ensure 'no surprises' and in year impacts such as the impact of COVID-19 are identified and managed at the earliest opportunity. | |

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| Activity 97: Effectively prioritise and develop plans to deliver recurring financial savings across our support services | Status |
| <ul style="list-style-type: none"> - Work is ongoing to support the initiatives being delivered as part of the Transforming Corporate Services Support Programme. Key deliverables include the proposed operating model changes in People & Development and Finance to achieve savings and create efficiencies. Recruitment software has also been introduced to support the recruitment process and achieve financial savings. | |

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| Activity 98: Embed a culture of innovation to generate and develop ideas | Status |
| <ul style="list-style-type: none"> - Strategy, Insight & Innovation are progressing a Business Justification Case (BJC) to fund an idea and knowledge platform that will allow all employees to share ideas and best practice. The team are also working on a number of innovative initiatives and engaging with the Force Executive and senior members of the organisation. | |

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| Activity 99: Promote equality and diversity initiatives both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty | Status |
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| <ul style="list-style-type: none"> - Work towards the Police Scotland equality outcomes and the specific duties are mainstreamed into all business areas. A positional review and planning the development of the E&D Mainstreaming and equality outcomes progress report and refresh of the equality outcomes is under way (April 2021). Significant work is ongoing to improve EqHRIA training, guidance, communications and governance. This will improve compliance with the specific duties and ensure considered decisions from an equality, diversity, inclusion and human rights perspectives at all levels of decision making across Police Scotland. Continuous improvement work is underway in relation to E&D Workforce Monitoring to ensure that legislative requirements are met in an efficient and effective way. Benchmarking in relation to gender pay gap reporting is also underway to prepare for the publication of pay gap information (April 2021). | |

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| Activity 100: Deliver planned tactical projects in Corporate Support Services including process improvement, E-recruitment and ERDM | Status |
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| <ul style="list-style-type: none"> - E- Recruitment and EDRMS in procurement phase with implementation before 31 March 2021. | |

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| Activity 101: Implement and evaluate the Custody Re-modelling programme | Status |
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| <ul style="list-style-type: none"> - A number of developments have been piloted e.g. a new role of team leader has been introduced, a new shift pattern have been trialled and both have been evaluated. The proposal now is to begin a plan rolled out of both from 01 April 2021. A new Target Operating Model for Custody has been designed which builds on the omni-competent role of Criminal Justice security officers. There is a monthly benefits report produced for Custody which sets out some of the operational benefits that are being achieved. For example backfill from Local Policing has been reduced by approximately 90% nationally; more “constant observations” are being undertaken by Custody staff than by Local Policing officers etc. A full Gateway review by the Scottish Government is being planned for later this financial year to better assess the programme. A new Criminal Justice Hub will be opened in February 2021 at London Road in Glasgow. Work has been underway for the last six months to complete the refurbishment of the building. Work is ongoing to plan in detail the next phase of the Programme. | |

| Activity 102: Implement and evaluate the Productions Re-modelling programme | Status |
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| <p>- The project purpose to create a modern, effective and sustainable module for the long term management of productions to support Policing and our Criminal Justice partners is progressing well. The delivery of a modern digital platform to manage Productions is currently in delivery with all bar three divisions completed by the 23 August 2020. The standardisation of roles and responsibilities and processes. There remains to complete the sustainable model of merged stores which is continuing a number of stores within Greater Glasgow are in the process of merging over the course of this financial year. Where funding has been delayed the requirements have been established for progressing when funding is released.</p> | |

| Activity 103: Launch an International Development Academy at the Scottish Police College, with a programme of study visits | Status |
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| <p>- Building work for the International Academy within the Scottish Police College is now complete. This has created a bespoke, state of the art, facility with the ambition to launch the academy formally in 2021 once current health restrictions allow. A supporting International Academy Advisory Committee will be formed to include strategic leaders in policing from across the world. Work continues to align the national and international development strategy and associated SLB agreed priority areas for international development activity with the current Police Scotland strategy.</p> <p>- The initial vision of the International Academy is to: 'Create a global focal point to encourage learning, ideas and innovation for the benefit of the international policing community'.</p> <p>Proposed areas for sharing of learning include:</p> <ul style="list-style-type: none"> • Leadership in Local Policing • Leadership in Specialist Policing and Crime Investigation • Collective Leadership / Partnership Working • Leadership in Organisational Change • Events Policing • Digital Policing • Public Protection <p>- A plan has been produced for development of the academy based on three main phases (these are dependent on how COVID-19 impact): Financial Year 2020-21 – Development Phase Financial Year 2021-22 – Establishment Phase Financial Year 2022-23 – Consolidation Phase</p> | |

Objective:
Commit to making a positive impact through outstanding environmental sustainability

| Activity 104: Develop and implement an environmental sustainability strategy for Police Scotland, including procurement | Status |
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| <p>- An ambitious Environmental Strategy will allow us to make a positive impact on our working lives, surroundings and local communities as well as contributing to national and international commitments. This new strategy will not only address carbon emissions but extend the focus of our environmental work to other areas such as behaviour, biodiversity and community leadership. We will establish targets to be achieved that will align with Government legislation and policy. Over 1,100 officers and staff across the service have provided their views and suggestions about Police Scotland’s approach to environmental sustainability, which are being used to inform our strategy development. We are on track to finalise the strategy and begin implementation.</p> | |

| Activity 105: Embed environmental sustainability into the delivery the policing of large scale events, such as COP26 | Status |
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| <p>- The COP26 Operation URRAM Gold Strategy Objective 10 states: "Ensure Police Scotland embraces a sustainable approach to the planning and delivery of the event and is able to demonstrate best value in terms of financial management". Planning to mitigate any carbon footprint has commenced and there will be ongoing review to ensure compliance. Wherever possible, sustainable options for event planning and delivery will be used, and a number of control measures have been implemented or are being pursued:</p> <ul style="list-style-type: none"> • Strategic Objective No.10 of Police Scotland Gold Strategy • Where possible, the use of electric / hybrid vehicles (including hire vehicles) • Minimise the printing of documents and use of electronic means where possible (e.g. excusal process, briefing etc.) • Consideration given to the proximity of staging posts and hotels to minimise travel • Use of sustainable products where possible (e.g. water carriers and food packaging) • Engaging with Scottish Water re providing a water bowser and environmentally friendly water carriers • Officers deployed on foot where appropriate rather than in vehicles • Force-wide policy re use of train as default travel unless business requirements prohibit this • Use of Microsoft Teams / Zoom and other such online meeting facilities to reduce unnecessary travel | |

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| Activity 106: Continue Small Action, Big Impact campaign including our reduction of single use plastics | Status |
| <ul style="list-style-type: none"> - The campaign had a successful first year focusing on behaviour change regarding electricity and water consumption at work using various media to disseminate our key message. The campaign was also used as a focal point for Scottish Government's climate week in 2019 and focused on climate change, sustainable travel and energy efficiency. In the coming year we will use the campaign to encourage waste reduction and improve recycling. After a delay in the campaign due to COVID-19, waste information posters are now ready to be sent out to all sites in every division. This will happen at the end of October and will be followed up with intranet messaging. We continue to work with the Soft FM contract team to improve waste segregation based on feedback from sites. | |

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| Activity 107: Continue the implementation of the Fleet Strategy including the roll out of ULEV vehicles and associated infrastructure | Status |
| <ul style="list-style-type: none"> - A contract has been awarded by the Scottish Police Authority (SPA) for the purchase of 179 electric vehicles by the end of March 2021. Infrastructure has been awarded by SPA for vehicle charging network at all Police Scotland key locations in three stages, with the first stage forecast for completion by end of March 2021. | |

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| Activity 108: Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners | Status |
| <ul style="list-style-type: none"> - The Estates Strategy implementation plan was approved by SPA Resources Committee in August 2020. Delivery of the implementation plan continues. The implementation plan includes over 100 planned and pipeline projects to be delivered across our North, East and West Regions over the next 5 years, 85 of which will be co-locations with our partners. We are currently working with 18 partners to date across Scotland, including emergency services, NHS, further education sector, and 15 local authorities. Since approval of the Estate Strategy in 2019, we have successfully delivered 5 new co-locations with our partners, with a further 6 co-locations currently in-flight. Co-locating and collaborating closely with our partners leads to greater service integration driving quicker, better outcomes for the public and the communities we serve, whilst supporting the financial and environmental sustainability of both Police Scotland and the wider public sector. | |

Objective:
Support operational policing through the appropriate digital tools and delivery of best value

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| Activity 109: Implementation of the Digital, Data and ICT strategy | Status |
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| <ul style="list-style-type: none"> - Police Scotland continue to implement the technology enabled capabilities outlined in the DDICT Strategy, albeit progress is slower than anticipated due to the level of funding assigned. Through 2020/21, Nat Net and Mobile Phase 1 projects have been completed, with progress being made on the Core Operational Systems Programme. DDICT requirements for 2021/22 are currently being developed. | |

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| Activity 110: Develop integrated national ICT solutions for crime, vulnerable people, productions and warrants, reducing duplication and allowing decommissioning of legacy IT systems | Status |
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| <ul style="list-style-type: none"> - During Phase 1, Police Scotland has successfully delivered National Missing Persons, National Road Traffic Collisions and National Productions modules. Phase 2 deliverables include National Crime, Case, Direct Measures and Warrants. Completion of Phase 2 is scheduled for summer 2022. | |

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| Activity 111: Utilise real-time telematics data on fleet utilisation, and location | Status |
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| <ul style="list-style-type: none"> - The Telematics national system was activated in September 2020. This was switched on in nearly 3000 police vehicles. Telematics provides real time in-car feedback to promote a safe, confident and efficient driving style - by using the LED unit mounted on the dashboard. This new technology will support the management of our national fleet of vehicles and assist the delivery of the ULEV charging infrastructure as we roll out the electric vehicles to ensure the right vehicle is available at the right time, in the right place. Telematics is a key part of Police Scotland's Fleet Strategy that aims to provide a fit for purpose, safe, reliable and cost efficient fleet. Although Telematics functionality has gone live, the data is not yet being utilised fully, as the project is still in the delivery stage. It is expected that the data will be able to be fully utilised from Quarter 4 2020. | |

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| Activity 112: Implement a new service to enhance analysis, insight and performance information, including demand and productivity to support strategic and resource planning | Status |
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| <ul style="list-style-type: none"> - A project has been established and incorporated within the scope of the Transforming Corporate Support Services Programme. The project is reviewing and designing a Target Operating Model for the provision of Analysis services and products within Police Scotland: | |

1. To produce design outputs which, when implemented, will provide efficient, accurate & transparent analysis and reporting, legislative and statutory reporting compliance and consistent high quality management information to frontline policing.
 2. To provide a clear mechanism and plan to address the issues highlighted and recommendation made by HMICS in relation to the Analysis and Performance Unit.
- The Analysis and Performance Unit (APU) redesign project has completed its design and planning work and is progressing with next stages.
 - The Demand and Productivity Unit (DPU) has been a Business As Usual function since June 2019 and already supports Workforce Planning/Resource Management. DPU's data development work combined with APU redesign should enhance and fully integrate advanced analytics etc. across the organisation.

| Activity 113: Support the Digital Evidence Sharing Capability project within Scottish Government | Status |
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| <ul style="list-style-type: none"> - The Digital Evidence Sharing Capability (DESC) project was put on hold by the Scottish Government due to COVID-19. It has since re-started and Police Scotland are working with partners on the evaluation of vendor submissions. The next phase of the procurement will see a re-submission of the Invitation to Tender (ITT) with contract award expected between February and May 2021. Police Scotland are also working with partners to agree ownership and leadership of DESC moving forward. | |

| Activity 114: Deliver the Emergency Services Mobile Communication Programme to support operational policing | Status |
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| <ul style="list-style-type: none"> - The Home Office-led Emergency Services Mobile Communications Programme (ESMCP) will deliver a replacement communications system for the current Airwave network. The new service is called the Emergency Services Network (ESN) and will be hosted on a commercial 4G network. The programme has made some significant progress over the last 12 months, however this remains a complex and challenging workstream. The core network provided by EE is scheduled for completion by end of December 2020, with coverage enhancements in certain rural or isolated areas due for completion by Quarter 3 2021. Coverage testing is ongoing across Scotland through a dedicated coverage team, led by Police Scotland on behalf of all three emergency services. A limited trial of one of the early ESN products - 'ESN Direct' - has taken place with Immigration Enforcement (IE) in Scotland. Work continues to deliver the product which Emergency services will use for transition, ESN release 1 which will provide additional features essential for operational policing such as emergency button and interworking with airwave. Current planning suggests Police Scotland will start transition to ESN early 2023. | |

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| Activity 115: Deliver robust and effective procurement service, supported by roll out of procure to pay systems | Status |
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| <ul style="list-style-type: none"> - The Procurement Improvement Plan is in place, which will deliver a number of improvements within the service, including a service re-structure and the delivery of the 'procure to pay' process and system. | |

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| Activity 116: Continue to enhance our response to external audit / inspection activity | Status |
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| <ul style="list-style-type: none"> - An annual scrutiny calendar is in place to track and plan for external audit and inspection activity. Police Scotland continue to develop relationships with both internal audit and HMICS during the year and have regular meetings to discuss work plans. - A dedicated team is in place who work with business areas subject to Audit/Inspection in order to ensure they are prepared. Work undertaken to date includes: <ul style="list-style-type: none"> The development of guidance and briefing packs covering all areas of work, outlining expectations and roles and responsibilities. Self-assessment work prior to audit/inspection in order to identify areas for improvement, with a plan in place for the forthcoming year. Preparation for the roll out of a bespoke Action Management IT System to improve the management of audit and inspection activity. | |

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| Activity 117: Enable continued effective management of our internal governance and strategic risks | Status |
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| <ul style="list-style-type: none"> - Management of strategic risks remains a continuous and iterative process. The Risk Assurance and Inspection functions work in close collaboration and where a risk is out with appetite and tolerance and remains static for six months or more this may trigger assurance activity to test current and future risk controls. - With the creation of a Data Governance Board and the establishment of data domains and leads, the Chief Data Officer's aim is to improve the quality and governance of data. The creation of a strategic data risk and a deeper dive into data risks across the domains will aid an evaluation and plan to tackle data quality issues. - Delivery of quality improvements in the roll out of new Core Operational Solutions (COS) modules is being supported by the Data Standards Council. | |