

COP26 DEBRIEF

Operation Urram Debrief Report



UN CLIMATE
CHANGE
CONFERENCE
UK 2021

IN PARTNERSHIP WITH ITALY



UK Government



POLICE
SCOTLAND
POILEAS ALBA



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CHIEF CONSTABLE'S FOREWORD



As Chief Constable of the Police Service of Scotland, I want to thank everyone who played their part to ensure a safe and secure COP26 climate conference.

The people of Glasgow, the people of Scotland, welcomed world and business leaders, delegates, climate activists and citizens and we know COP26 also brought inevitable disruption and inconvenience.

Crucially, the conference was able to consider the important issue of climate change without any disruption. The vast majority of those who made their voices heard did so peacefully and lawfully.

Huge marches and rallies took place, largely without incident. Young people powerfully demonstrated their commitment to tackling climate change.

Officers from right across Scotland, and all other UK police services, supported one of the largest policing operations ever undertaken in the UK.

For many months before the conference began we engaged with the United Nations, the UK and Scottish Governments, Glasgow City Council, the Scottish Police Authority and many other key agencies, as well as protesters and an Independent Advisory Group. This allowed productive conversations to explain our approach to policing COP26 and challenge and inform our thinking.

We consistently demonstrated our commitment to upholding people's rights and to enabling them to make their voices heard with a friendly and welcoming tone, underpinned by the core values of Police Scotland – integrity, fairness, respect.

We had hundreds of engagements with protest groups during the conference period. Proportionate containment or enforcement to ensure safety and lawfulness was necessary on a very small number of occasions.

There was no significant violence, no significant disorder or damage and relatively few arrests. This is great tribute and credit to campaigners and activists, the general public and to all the officers and staff who worked constructively to ensure demonstrations could be conducted safely, while minimising the disruption to communities.

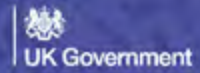
Of equal importance, people right across the country continued to be provided with the effective policing service they need and deserve throughout the conference period.

Working with, and for, the public goes right to the heart of policing in Scotland. I am deeply grateful for the support and co-operation our fellow citizens demonstrated during this major international event. Thank you.

A handwritten signature in black ink, appearing to read 'Iain Livingstone'.

Sir Iain Livingstone QPM
Chief Constable

COP26 KEY EVENTS



**25-30 OCT
2021**

**01-02 NOV
2021**

**01 NOV
2021**

**03-04 NOV
2021**

**05 NOV
2021**

**06 NOV
2021**

Pre-Sessional
Week

World Leader's
Section

Heads of State
Reception

Prince Charles at
Kelvingrove

Youth Rally

Main Climate
Conference
Parade
259 planned
events

INTRODUCTION

The United Kingdom Government hosted the United Nations Framework Convention on Climate Change (UNFCCC) 26th Conference of the Parties (COP26), at Glasgow's Scottish Event Campus (SEC) between October 31 and November 13 2021.

COPs are annual summits organised by the UN where world leaders, businesses and key stakeholders aim to agree and monitor actions to reduce climate change.

The policing operation (Operation Urram) to support the delivery of a safe and secure event was one of the largest and most complex in the history of UK policing. Almost every policing division and department within Police Scotland was involved in the planning and delivery of the policing operation, as well as critical support from many other UK police forces.

In addition to the SEC as the main conference site, there were other COP26 events planned with the potential for protest activity at sites throughout Scotland.

Police Scotland worked with the UK Government and other key delivery partners to ensure communities and businesses were able to plan ahead to minimise potential disruption.

This report represents the key findings and lessons identified from the policing of the COP26 conference in 2021. It outlines the over-arching approach from planning, delivery and through to the debrief process.

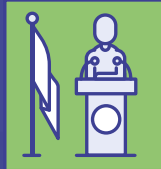
This report is published to assist the development of policing within Scotland and beyond. A list of all key recommendations are contained within the final section of this report.



COP26 ROUNDUP



25
DAY POLICING
OPERATION



128
WORLD LEADERS
WHO ATTENDED
CONFERENCE



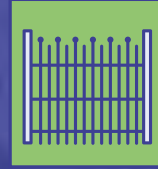
62
VENUES SECURED
AND PROTECTED



10,000
OFFICERS
DEPLOYED TO
COP26 ON
SOME DAYS



180
TOTAL
PROTECTION
PACKAGES FOR
VIPS



5.5km
OF SECURITY
FENCING TO KEEP
THE CONFERENCE
SAFE



40,000+
VISITORS FROM
GOVERNMENTS, CIVIL
SOCIETY, BUSINESSES
AND YOUTH
MOVEMENTS



LARGEST
AIRSPACE
RESTRICTIONS
IN SCOTTISH
HISTORY



4
MILES OF
WATERWAYS
RESTRICTED,
PATROLLED AND
PROTECTED



125
TIMES
IDENTIFIED
PROTEST
GROUPS WERE
ENGAGED WITH



2
OCCASIONS
WHERE
CONTAINMENT
WAS USED



200
POLICE DOGS
DEPLOYED



40
POLICE HORSES
DEPLOYED



66
PARTNER
ORGANISATIONS
ENGAGED WITH



97
ARRESTS
MADE



3,000
DRAINS
SEARCHED AND
SECURED



27
COMPLAINTS
MADE AGAINST
THE POLICE



0
SERIOUS
INJURIES
RECORDED

SCALE AND COMPLEXITY

The operational delivery of COP26 was a complex task, far bigger than any previous summit held in the United Kingdom. The policing operation started in advance of the pre-session period and lasted 25 days.

Over 40,000 delegates and visitors from 194 countries attended the conference. This included 128 world leaders who attended a summit during the first two days and also attended an evening reception at Kelvingrove Art Gallery and Museum.

Whilst the main conference was based in Glasgow the policing operation stretched across Scotland with 62 venues secured and protected. Furthermore there were 180 protection packages for VVIP's including world leaders and other protected persons.

The conference was held at the SEC. The River Clyde is located to the south of the campus and the Clydeside Expressway is located to the north. The Clydeside Expressway is one of the main arterial routes through Glasgow and would normally see in excess of 60,000 vehicles per

day using the road. This required approximately 5.5km of fencing to secure the site, resulting in closure of the Expressway to the public. This security profile also included the largest airspace restrictions in Scottish history and the patrolling of four miles of waterways.

10,000 police officers were deployed to support the delivery of safe and secure event.



COP26 THEMATIC ANALYSIS



PEOPLE AND CULTURE, PARTNERSHIPS, COMMUNICATIONS AND ENGAGEMENT, GOVERNANCE AND CONTROL, FINANCE AND PROCUREMENT, LEGAL, LOGISTICS, TECHNOLOGY AND EQUIPMENT, SUSTAINABILITY, INFORMATION AND INTELLIGENCE.

**541 OBSERVATIONS SPLIT ACROSS 9 THEMATIC AREAS, 382 OF WHICH GENERATED RECOMMENDATIONS.
DISTILLED DOWN TO 21 KEY RECOMMENDATIONS, INFORMING 2 FORMAL REPORTS.**

ORGANISATIONAL LEARNING

To ensure effective organisational learning, an in-depth debriefing programme was undertaken. Feedback was sought from a wide range of sources providing an overall summary of the policing operation. These included structured debriefs coordinated via functional area tactical leads, lessons learned workshops which included staff associations and a citizen space online portal to allow all officers and staff the opportunity to provide feedback.

The resultant information was subjected to a thematic analysis covering nine themes, each of these areas are outlined and expanded upon below, identifying recommended best practice.

The best practice guidance highlights work and processes that were used by Police Scotland during event planning and delivery, as well as areas that have been identified throughout the debrief process.





PEOPLE AND CULTURE

Ensuring the safety and security of COP26 required a policing operation of a size, scale and complexity which had never previously been seen in Scotland. It required the support of Police Scotland resources and mutual aid officers to police the event whilst continuing to provide a high level business as usual service. Around 7885 officers from all 43 Home Office forces, Civil Nuclear Constabulary, Ministry of Defence Police, British Transport Police and various specialist officers were deployed. This was in support of approximately 7000 Police Scotland Officers.

A policing deployment of this scale presented a number of unique challenges. It was essential to set one overarching policing style and tone of engagement due to officers deploying from across the UK with range of differing experiences and approaches.

The planning and delivery of Operation Urram was carried out during the COVID-19 pandemic, which created its own set of challenges and demonstrated the importance of having a specific wellbeing strategy which informed each policing plan.





WELLBEING

Ensuring the health, safety and wellbeing of all police personnel was a key aspect of the Gold Strategy and planning for COP26. A wellbeing strategy, informed by learning from previous events, was developed with particular focus on the impact that COVID-19 could present. Wellbeing strategies were also implemented for 40 police horses and 200 dogs, these being the first of their kind within the UK.

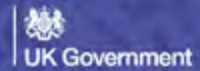
Wellbeing is an essential component of operational policing, as such it should be reinforced within all strategies and plans.

The following points have been recognised and may be considered in the planning of future major events;

- Early appointment of a dedicated wellbeing lead to ensure that wellbeing is factored in all areas of planning and acts as a single point of contact for all internal and external stakeholder wellbeing engagement.
- Pre delivery, appoint a dedicated wellbeing team, suitably resourced to provide 24 hour coverage.
- Early engagement and consultation with staff associations and unions ensuring representation at command team meetings.
- Early implementation of an excusal request process to allow prompt decision making around time off requests.
- Implementing a COVID-19 mitigation and management plan. This resulted in infection rates in line with the national average despite the mass mobilisation of officers.
- Deployment of mutual aid and hotel liaison officers, which was beneficial in ensuring the wellbeing of accommodated officers.



COP26 CORE PLANNING TEAM



PLANNING

The core planning team consisted of 124 officers and staff with varying skillsets, operational and planning experience. The core planning team were also supported by a number of specialist planning areas including Public Order, Specialist Crime Division and Armed Policing. Due to the size of the planning team and COVID-19 restrictions, the team were located across a mix of police and local authority estate.

The following points have been recognised and may be considered in the planning of future major events;

- Core planning team should be resourced by officers with a mix of planning experience and co-located to streamline the planning process and ensure legacy skillsets.
- Co-location or embedding of key partners within the core planning team.
- Implementing functional area single points of contact at an appropriate rank or grade. These roles were put in place as a result of learning from previous large scale events where a gap was identified between the core planning team and functional policing areas.
- Consideration of the forming of a Community Reassurance Cell at the early stages of planning with a representative embedded in the core planning team.
- Formation of a briefing and guidance team at the outset of the planning phase to disseminate important information affecting officers and staff via available communication platforms.
- Briefing and venue familiarisation visits in the months preceding the event should be adopted as good practice.





RESOURCING

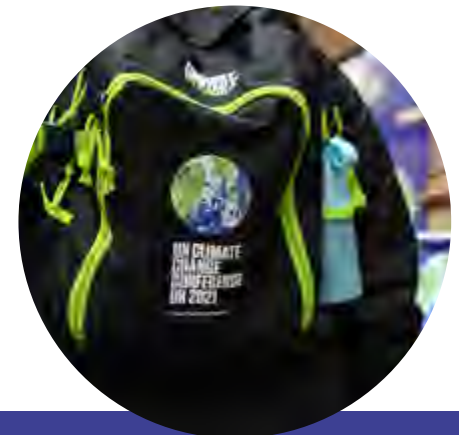
It was identified from the outset that resourcing the policing operation for an event of this scale and magnitude would require significant assistance from across UK policing. A Resource Deployment Unit was set up to support the core planning team. Police Scotland also embedded two officers to work with the National Police Co-ordination Centre (NPOCC) in London, the first time this had been done for a policing operation. This role was essential to the engagement with Chief Officers across the UK, enabling communication between them and the Operation Urram team in Scotland.

Resourcing challenges included; officers with multiple specialisms, public order ratio relating to rank, the number of shift patterns across the organisation and the number of qualified D1 drivers.

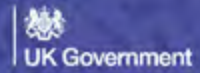
The Chief Constable, in conjunction with staff associations, made use of the double lock rest day compensations process, the first time this has been used and now remains an option for future events. This negated the requirement for Police Scotland to honour 1258 rest days.

The following points have been recognised and may be considered in the planning of future major events;

- Embedding a representative within NPOCC at least 12 months prior to significant cross border events.
- Development of single Section 98 Police Act 1996 agreement or equivalent new legislation, to streamline process to be adopted for all future cross border aid.
- A review of training around key specialisms such as public order rank ratios, D1 drivers and multiple specialisms is undertaken prior to event planning.
- Maintain an accurate UK picture of specialisms and officers with multiple specialisms.
- Consider a review of shift patterns with a view to ratifying a core set of shift patterns to facilitate mass mobilisation of resources during major event deployments.
- Business as Usual (BAU) impact assessment to be undertaken before all large scale operations to inform on resourcing.



COP26 ENGAGEMENT



PARTNERSHIPS, COMMUNICATIONS AND ENGAGEMENT

Partnerships, engagement and communication are intrinsically linked and are key components that underpin delivery of a successful policing operation. These three aspects were essential elements of the planning and delivery of Operation Urram across all functional areas. It is imperative that communication strategies are reviewed and inform future event planning.

The communication challenges associated with an event of this size were to a large extent unknown at the start of the planning phase. It required understanding of the significant spectrum of engagement ranging from international, national and local levels, including the requirement to manage the expectations of Police Scotland and mutual aid officers.

Deploying Protest Liaison Officers throughout the planning phase and thereafter during delivery supported engagement with over 125 protest groups. This assisted in developing relationships ensuring the needs of protest groups were understood and respected; underpinning our commitment as a rights based organisation.

The following points have been recognised and may be considered in the planning of future major events;

- Identifying a partnerships lead to identify roles and responsibilities, control the flow of information, ensure shared situational awareness and clear decision making and

risk ownership. Early engagement with partners identified as best practice when delivering an event of this scale.

- Investing in wider partnership communication strategies, such as the Get Ready Glasgow campaign which informed the city and the region in a way that influenced behaviours.
- Co-locating the Multi-Agency Coordination Centre (MACC) and the Police Operations Coordination Centre (POCC) providing shared situational awareness enabling cross-function decisions to be taken.
- Agreement on effective processes for sharing information. This will assist in preventing silo working and ensure an effective and co-ordinated response to challenges experienced which may impact event delivery or business as usual.
- Engagement with an Independent Advisory Group to provide assurance of police plans in terms of organisational Human Rights compliance.
- Early development of a Memorandum of Understanding for areas of shared responsibility.
- Early identification and dissemination of required specialist and conventional resources. Sharing this information early will allow expectations to be managed whilst gaining trust and support from key

organisations/departments in the lead up to a major event.

- Co-location of the planning team alongside key delivery partners where possible.
- Inclusion of expectation management within communications strategies.
- Applying a structured approach to the development of Concept of Operations and agreement on key planning assumptions.

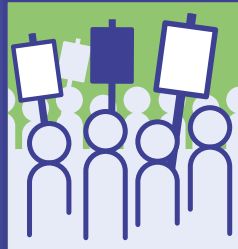
A Strategic Engagement Group, comprising of national community representatives and other advisors was established to provide advice, identify a Vulnerable Stakeholder Group and develop Key Information Networks (KINs). The Group provided real time advice to help inform messaging and communication during the event which was managed by the Community Reassurance Cell (CRC).

A Cross Sector Security and Safety (CSSC) Network allowed fast and comprehensive exchanges of information with stakeholders. A virtual daily briefing during event delivery by the CRC enabled updates to be provided on events taking place and the sharing of information to help businesses plan.

COP26 PARTNERSHIPS



66
PARTNER
ORGANISATIONS
ENGAGED WITH
INCLUDING KEY
PARTNERS



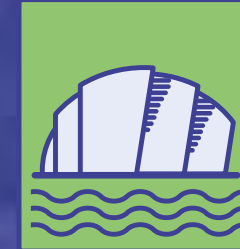
125
PROTEST
GROUPS
ENGAGED
WITH DURING
PLANNING AND
DELIVERY PHASE



43
HOME OFFICE
FORCES



7885
MUTUAL AID
OFFICERS
DEPLOYED DURING
OPERATION
URRAM



62
VENUES SECURED,
INCLUDING VVIP
HOTELS, PRIVATE
RESIDENCIES AND
EVENT LOCATIONS



5
LARGE
PROCESSIONS
WITH ASSOCIATED
POLICE
DEPLOYMENTS
AND ENGAGEMENT
WITH ORGANISERS

COP26 COMMUNICATIONS



SOCIAL MEDIA PLATFORMS

POLICE SCOTLAND
TWITTER,
FACEBOOK,
LINKEDIN,
INSTAGRAM



WEBSITE

DEDICATED
WEBPAGE ON POLICE
SCOTLAND WEBSITE
FOR COP26



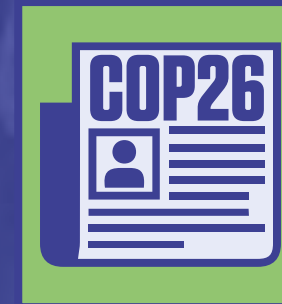
STAKEHOLDER ENGAGEMENT

45,300 POSTERS TO
PROJECT SERVATOR
PARTNERS,
PUBLIC ORDER
STAKEHOLDER
EVENTS, BRIEFINGS
TO SUPPORT LOCAL
ENGAGEMENT AND
COMMUNICATION
TOOLKITS TO OVER
20 PARTNERS



ENGAGEMENT AS KEY PARTNERS

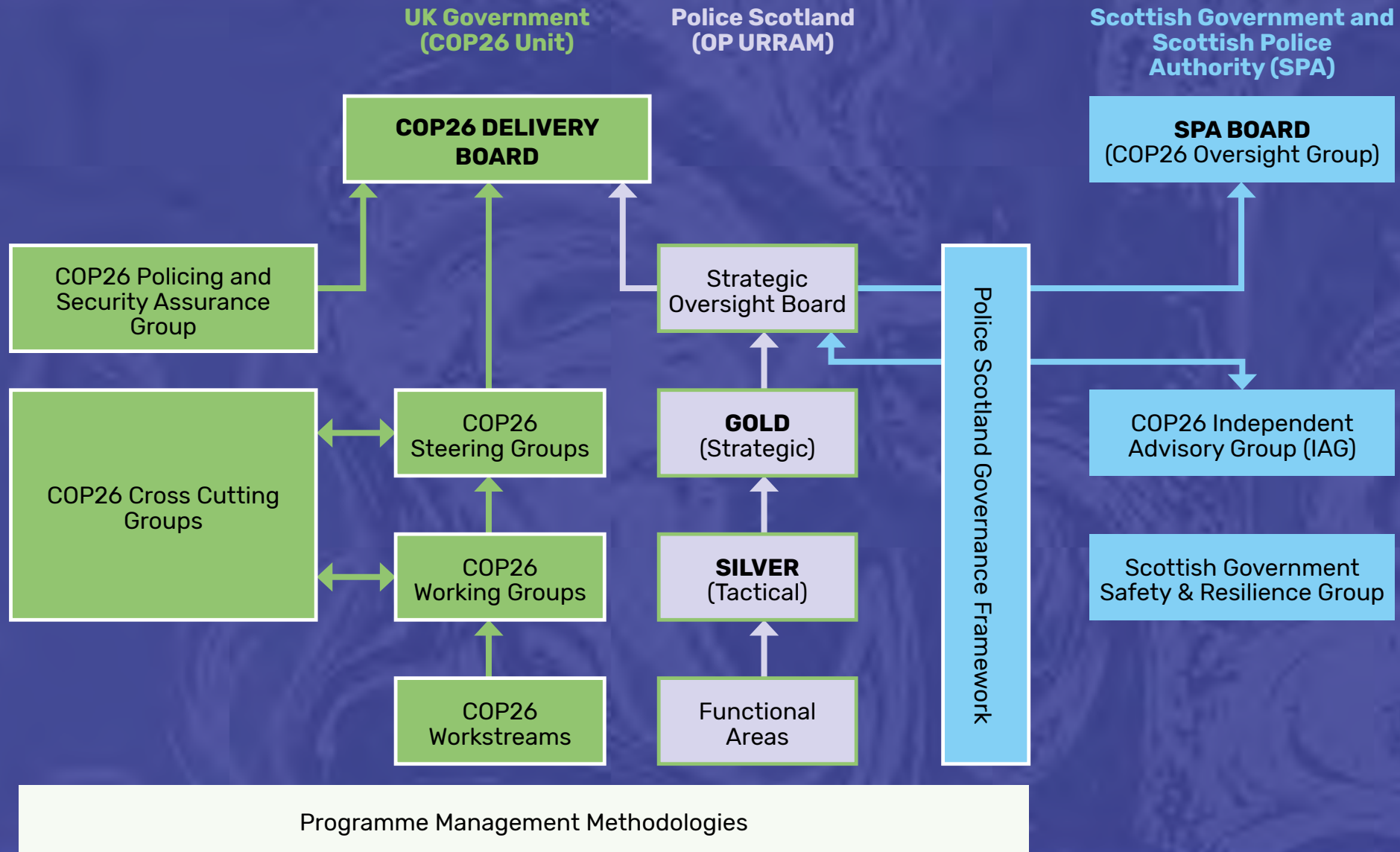
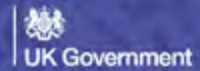
OF GET READY
GLASGOW
CAMPAIGN



PRESS AND MEDIA

EXTENSIVE COVERAGE
ACROSS SCOTTISH NATIONAL
NEWSPAPERS WITH
NEWS COVERAGE ACROSS
THE UK. ENGAGEMENT
WITH NATIONAL AND
INTERNATIONAL ONLINE
NEWS. RESPONDED TO
742 MEDIA ENQUIRIES WITH
9 MEDIA OPPORTUNITIES
FOCUSING ON PROTEST
AND OTHER SPECIALIST
POLICING ASSETS

COP26 GOVERNANCE/CONTROL



GOVERNANCE AND CONTROL

The sheer scale of Operation Urram necessitated robust governance and control arrangements. The Operation Urram management team employed existing internal Police Scotland frameworks and processes, working collaboratively with strategic partners. Whilst challenging, the identification and sustainment of a command disposition with defined roles and responsibilities was critical to effective planning and successful event delivery. The early identification of event commanders provided continuity, informing key factors such as testing, exercise and readiness and building overall trust and confidence.

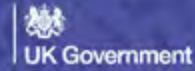
The following points have been recognised and may be considered in the planning of future major events;

- Embedding governance and assurance structures within the internal organisational frameworks.
- Appointment of a Protective Security Bronze Commander for large scale events with significant VVIP attendance.
- Review the role of CT-Security Coordinator to determine the benefits to the cadre of establishing a full time lead coordinator and a core capability.
- Mapping internal organisational governance across to partners' governance structures identifies best practice and minimises duplication.
- Agreement on reporting requirements (timelines, content and templates) to reduce bureaucracy.
- Applying a structured approach to development of Concept of Operations and agreement on key planning assumptions which are regularly reviewed and subject to risk management processes
- Establishing a Strategic Oversight Board. Undertaking a strategic oversight role, it provides a forum to escalate any significant financial, political, reputational or public confidence issues.

- Employing programme management methodologies through qualified practitioners who provide a comprehensive overarching view of operational planning; deliver consistency in approach and bring key frameworks into existence.
- Establishing an Independent Advisory Group. Demonstrates organisational transparency, positively impacts on public confidence and allows police plans to be viewed from different perspectives, providing assurance in terms of organisational Human Rights compliance.



COP26 FINANCIAL CONTROL



Business Approval

- Expenditure Request Form
- Liaise with finance to understand whether expenditure is already included within budget submission.
- Engage with Procurement to understand lead times, routes to market etc.



Financial Approval

- UK Government's COP26 Spend Approval Board
- (SAB) Approval



Contractual Approval

- Once approved by the UK Government's COP26 Spend Approval Board provide a request for procurement action form to procurement team.



Purchase Order Approval

- Authorisation of Purchase Order by an approved authorised signatory.

FINANCE AND PROCUREMENT

Given the size of the operation there was a requirement for a strict financial governance process. Scrutiny over the purpose for any expenditure balanced against the risk to delivery, if not procured, ensured control of public spend.

The interaction of the logistics planning team with procurement, finance and business support underpinned the successful delivery of over 150 contracts. This approach meant that all requirements for contracts were clear and ensured Police Scotland were equipped to deliver the event.

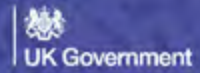
The following points have been recognised and may be considered in the planning of future major events;

- Adopting a similar spend approval process. This ensures timeous reimbursement of costs post event delivery. Consideration could also be given to agreeing and securing a budget through an initial one-off Spend Approval Board, which would aid decision making during the planning phase.
- Ensuring procurement agility when developing contracts, acknowledging that a certain level of flexibility in requirements may be needed at short notice. This is invaluable should plans change close to delivery.
- Vetting any known or expected suppliers early in the planning process. Once approved they could be added to a database of accredited companies for future use subject to ongoing review.
- To support the environment when procuring goods, continue to utilise local businesses where possible to reduce carbon footprint.
- Large events and operations can be used to negotiate longer term contracts for business as usual following the event.

- In order to prevent food waste and save on costs, procurement and logistics should work together to ensure all hotels and staging posts have up to date daily catering numbers for pre purchase of required food.



COP26 LEGAL FACTORS



LEGAL

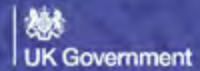
Police Scotland Legal Services provided legal advice on all aspects of the policing operation, engaging with the Gold and Silver Commander and functional leads. A dedicated solicitor team was embedded with the core planning team, with access to colleagues with specialisms who could be consulted with if required e.g. contractual or conveyancing matters. The deployment of a legal service single point of contact for major events is a practice adopted as a result of legacy learning. During the delivery phase of the operation, solicitors were deployed within the POCC to provide legal advice and guidance to commanders.

The following points have been recognised and may be considered in the planning of future major events;

- Continued development of a single agreement under Section 98 Police Act 1996 (Cross Border Aid) with a view to establishing a standing arrangement.
- A dedicated legal team for the event providing guidance to command and planning teams.
- Including organisational legal services lead at strategic oversight meetings.
- Develop contingency for mass arrest plan in conjunction with criminal justice partners with the ability to flex based on demand.



COP26 LOGISTICS ROUNDUP



372

CONVENTIONAL
POLICE VEHICLES
USED



637

HIRE VEHICLES
USED



114

COACHES USED
ON BUSIEST DAY



16,555

COACH
JOURNEYS
COMPLETED



95

HOTELS USED



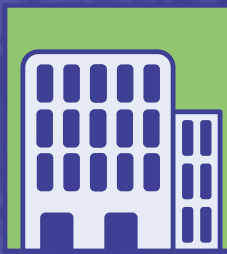
10,354

HOTEL ROOMS
USED



11,823

OFFICERS
ACCOMMODATED



13

STAGING POSTS
USED



100,000+

INDIVIDUAL
DEPLOYMENTS
THROUGH STAGING
POSTS



10,000+

ON BUSIEST
OPERATIONAL DAY (01
NOVEMBER – WORLD
LEADERS DAY AND HEADS
OF STATE RECEPTION).



15,500

OPERATIONAL
SUPPORT PACKS
ISSUED TO
OFFICERS



550,000

BOTTLES OF WATER
FOR OFFICERS
DEPLOYED

LOGISTICS

Given the unprecedented scale of the policing deployment there was little information at the outset to base a logistical plan around. There was a requirement to service over 70 tactical plans and their associated logistical needs. A process was adopted to capture and control the logistical asks based on planning assumptions which was critical to successful delivery. As the planning phase developed the logistical demand became more defined. Challenge panels were conducted, ensuring requests from functional leads were proportionate and deliverable within the strategic plan.

The following points have been recognised and may be considered in the planning of future major events;

- Developing a guidance document on the selection of a staging post and considerations for set up, which should include parking capacity for officer and staff vehicles.
- Supplier engagement to ensure all dietary requirements are catered for with a hot meal being supplied at the commencement of duty.
- Ensuring subject matter experts are embedded within the logistics planning team including finance, procurement, transport provider and fleet to allow instant access to specialist knowledge, advice and repairs.
- Ensuring commanders update logistical requirements following any amendments to tactical plans.
- The availability of replacement uniform at identified locations to negate delay in officer deployments.
- The development of an integrated transport plan which anticipates demand profile.
- Early identification and training of staff within logistics functions including logistics cell, hotel liaison and staging post.

- The allocation of officer accommodation in relation to geographical deployment profile.
- Annual confirmation that officers are in possession of uniform and personal protective equipment supporting mass mobilisation.



SUSTAINABILITY

The COP26 UN Climate Summit received international recognition for delivering a sustainable event. The UK Government was committed to achieving ISO20121 standard, a voluntary international standard for sustainable event management. By carefully considering the impact of the policing operation on the environment and identifying opportunities, Police Scotland, as one of the key stakeholders, set out its commitment to reduce the impact on the environment through the Operation Urram Environmental and Sustainability Strategy.

There are challenges to delivering a sustainable policing operation given the limitations of the current infrastructure and available equipment, therefore a balance had to be struck between sustainability and the safety and security of the event. Police Scotland is already committed to improving its fleet of vehicles by investing in Ultra Low Emission Vehicles to significantly reduce CO2 emissions and building the infrastructure required for the shift towards new technology.

The following points have been recognised and may be considered in the planning of future major events;

- Delivery of carbon literacy training to planning teams, to ensure sustainability is at the forefront of planning considerations.
- A hybrid model of home and office working.
- A sustainable and ethical procurement strategy.
- Maximise the use of technology to reduce waste, e.g electronic documentation and briefing packs.
- Partnership engagement to agree a common approach to the management of sustainability.



TECHNOLOGY AND EQUIPMENT

Operation Urram was planned and delivered in the backdrop of the global pandemic and like most other organisations Police Scotland had to evolve traditional business practices. To support the Gold Strategy an innovative and sustainable approach to the planning and delivery of the operation was undertaken embracing technological solutions.

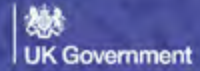
The use of technology was driven further by the need to overcome the scale of demand and expectations and perceptions of partners. Police Scotland sought to augment the availability of current equipment with additional and modern solutions; in many cases accelerating equipment programmes to make planned upgrades available earlier, e.g. body worn video (BWV).

The following points have been recognised and may be considered in the planning of future major events;

- Development of an automated process, to feed command and control systems with personnel.
- Recognising the potential benefits of the Mercury System, it is recommended that Police Scotland in collaboration with NPoCC continue to invest in the development of the system to ensure it supports business processes.
- Deployment of a dedicated systems team to link and manage interdependencies.
- Assessment of Airwave capacity over event space.
- National standardisation of public order kit and equipment facilitating interoperability.
- A technological change audit that seeks to match technology with people and processes.
- The requirement for the supply of bespoke additional uniform.
- An IT platform to enable contemporaneous and collaborative working.
- CLIO or similar information and action management system to be implemented as business as usual tool.



COP26 INTEL GATHERING



INFORMATION AND INTELLIGENCE

The effective analysis and management of information was critical to the successful delivery of Operation Urram and is evident within all other thematic areas. The volume of information across the planning and delivery phases was considerable and required robust processing and dissemination of key information to inform the planning across all functional areas.

The Police Scotland intelligence function was managed by Specialist Crime Division (SCD). A bespoke intelligence 'cell' was established to co-ordinate all COP26 intelligence. Strategic intelligence priorities were identified to inform decision making, ensuring the tactics deployed were lawful, necessary and proportionate.

The following points have been recognised and may be considered in the planning of future major events;

- Appointing a senior officer who will act as intelligence bronze to agree and manage intelligence requirements.
- Deployment of a dedicated Operational Security Advisor to review all intelligence collection strategies.
- Use of analytical products to inform planning and delivery.
- Establishing an Intelligence Coordination Unit to disseminate a strategic intelligence product to ensure situational awareness across police and partner agencies.
- Maximise the use of Forward Intelligence Team Officers during event delivery.
- Early establishment of a national intelligence gathering structure to deliver on the strategic intelligence requirements.



COP26 CLOSEDOWN ROADMAP



**DECEMBER
2021**

**APRIL-JUNE
2022**

**JULY
2022**

Data capture,
Analysis and
report writing.

Presentation
of findings and
issue of reports
and internal
briefings.

Key Stakeholder
Engagement
and briefing
sessions. Review of
contingency/mass
mobilization plans
through URRAM lens.

Wider
international
engagement.

Maturation and
development of
BAU processes
and procedures.

Management of Freedom of Information



Deconstruct and Operational Closedown

MOVING FORWARD

A small cohort from the Operation Urram Planning Team were retained to undertake the debrief process and capture areas of organisational learning. Legacy learning from Operation Urram is already being used to inform Police Scotland on future mass mobilisation event planning.

OPERATION URRAM BENEFITS

Operation Urram was not a benefits driven operation but it was recognised that the organisation would undoubtedly accrue some legacy benefits. The majority of the documented benefit types relate to 'efficiency' and 'effectiveness' gains. It can be summed up as the introduction or development of capacity and capability and refinement of business processes; either through automation/technology or through process analysis and development.

LEGACY BENEFITS



CASHABLE

Benefits include the introduction of Double Lock Process, contract management, process modelling and simulation.



NON-CASHABLE

Benefits include automated mass mobilisation process, enhanced management information, harrier capability developed, process improvements, 2 x mobile armouries procured, de-confliction of specialist skills, scope training package.



QUANTITATIVE

Benefits include increase in number of officers/ commander trained, increased capability and capacity, better employment opportunities, excusal process, google API, Urram specific Work Force Agreement and policy.



QUALITATIVE

Benefits include CTSA recce template, introduction of coloured baseball caps, planning/ operational experience, use of operations module within scope, improved mercury functionality, process mapping and SCD BAU and officer development.



SUMMARY

This was an operation of unprecedented size and scale, from which significant learning opportunities have been captured. The debriefing approach was designed to ensure that the resulting 541 observations were triangulated against several different sources, leading to a high level of confidence that they represent the learning identified during the operation and informing the 21 key strategic recommendations.

The recommendations contained in this report have been generated from multiple sources and represent identified good practice for others to follow. This document is intended to share key considerations for informing future event planning.

A clear communications strategy has been set for the publication and sharing of collective experiences of Operation Urram. Police Scotland will present a number of online seminars to promote learning across the United Kingdom and internationally. Police Scotland have already shared learning with colleagues in West Midlands Police ahead of the Commonwealth Games in Birmingham.





KEY RECOMMENDATIONS

- Although difficult due to changing priorities and movement of key individuals, it is strongly recommended that the Command Disposition is agreed earlier in the planning phase to allow Commanders to influence and understand plans and enable early meaningful Testing Exercising and Readiness (TER).
- For large scale events with significant VVIP attendance involving multiple protected persons the Gold Commander should appoint a Protective Security Bronze.
- Wellbeing to be included in Gold Strategy and TOR for planned events and resourced proportionately.
- Project Management specialists to be appointed for all large scale/significant operations.
- BAU Impact Assessment to be undertaken before all large scale operations to inform on resourcing.
- Identified change management process for Tactical Plans due to resultant impact on interdependencies.
- Concept of Operations to be agreed from and early stage and regularly reviewed and subject to risk management process.
- The best known resourcing information at the time, appropriately caveated, is disseminated to those affected in order to manage expectations and to retain the support and buy in of these individuals in the lead up to the operation including federations, unions and associations.
- The role of CT-Security Coordinator is reviewed to determine the benefits to the cadre of establishing a full time lead coordinator and a core capability.
- LTD to review training around key specialisms such as public order rank ratios and D1 drivers.
- Organisational review of policy regarding transportation of uniform/personal protective equipment to temporary place of duty.
- Emergency Events and Resilience Planning be appointed to progress Mass Mobilisation process that was adopted for Operation Urram.
- Police Scotland in collaboration with NPoCC review the current legislation around Mutual Aid and seek to amend the legislation to the process adopted for Operation Urram.
- A Briefing and Guidance Team are formed at the outset of the planning phase to disseminate important information affecting officers and staff via available communication platforms.
- Police Scotland in collaboration with NPoCC continue development of the Mercury system to make it more intuitive, simpler to use and consideration for business as usual usage.
- CLIO to be implemented as business as usual tool.
- Sustainability to be fully incorporated in to Police Scotland's vision, operational strategies and organisational culture.
- National Staging Post management guide to be readily accessible.
- Annual organisational review of staff uniform holding.
- All planning functions to be centrally located when planning significant events.
- Police Scotland undertake a review of recognised shift patterns in line with the impact on mass deployments.

All information contained within the report was accurate at the time of writing/printing/publishing.







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