

TAYSIDE AND CENTRAL SCOTLAND TRANSPORT PARTNERSHIP**25 SEPTEMBER 2018****DIRECTOR'S REPORT**

This report provides updates on the Councillors Code of Conduct; the Stirling/Clacks and Tay Cities City Deals; activity and engagement through the RTP Chairs Forum including proposed meeting with the new Cabinet Secretary; latest news on the National Transport Strategy and Strategic Transport Projects Review; Active Travel funding for RTPs; an update on Cyber Security and other matters of interest and relevance to the Partnership.

1 RECOMMENDATIONS

1.1 That the Partnership:

- (i) notes the outcome of the advertising process for the non-councillor member vacancy and agrees a way forward from the options identified;
- (ii) notes the confirmation of the adoption of the revised Code of Conduct for Councillors by the Scottish Parliament that came into force on 9 July 2018;
- (iii) notes the positive progress regarding the Partnership's request for inclusion on the Tay Cities Joint Committee and the proposed offer of a non-voting co-opted position for the Tactran Chair;
- (iv) notes the ongoing work on the proposed Terms of Reference for the Regional Transport Working Group for the Stirling & Clackmannanshire City Deal;
- (v) notes the proposed meeting date of 24 October 2018 for the Chair to meet with the new Cabinet Secretary;
- (vi) notes the opportunity to recruit to a Graduate Placement position in partnership with the Transport Planning Team at Perth & Kinross Council and endorses the proposal to share 50% of costs with a contribution from the RTS unallocated budget contingency;
- (vii) notes progress on the reviews of the National Transport Strategy and Strategic Transport Projects Review;
- (viii) notes the draft Communications Strategy attached at Appendix E and provides any comments on the content before the document is finalised;

- (ix) notes the items discussed at the recent meeting of the Forum of RTP Chairs on 5 September 2018;
- (x) notes the update on Cyber Resilience, the testing of third party web sites and consequent actions to ensure compliance.

2 NON-COUNCILLOR MEMBER VACANCY

- 2.1 In anticipation of the resignation of Mr Gavin Roser on 30 September 2018, a notice advertising a non-councillor member vacancy to the Partnership was posted on the Tactran web site and also on the Public Appointments Scotland web site in early July. Despite a high level of awareness and the logging of 10 expressions of interest there were no formal applications by the closing date of 28 August 2018.
- 2.2 Since the closing date we have received a further expression of interest and checking back with those who had previously expressed an interest two of those have said they would be interested in applying should the vacancy be re-advertised. There are a number of options in how the Board might now want to proceed:
 - i. Continue with 4 non-councillor Board Members for 12 months; or
 - ii. Accept late applications from those who have expressed a definite interest; or
 - iii. Issue a further open advert seeking expressions of interest.
- 2.3 The Board's views are sought on the preferred way forward.

3 COUNCILLORS CODE OF CONDUCT

- 3.1 Confirmation was received via a letter from the Scottish Government dated 4 July 2018 that the revised Code of Conduct for Councillors had been approved and would come into force on 9 July 2018. Letter attached at Appendix A with web reference to revised code:
<https://www.gov.scot/Publications/2018/07/9975>.
- 3.2 The Code of Conduct now contains a specific exclusion for Councillors nominated to the Boards of Regional Transport Partnerships (RTP) to allow them to take part in the consideration and discussion of, and to vote upon, a matter relating to the RTP or representations made by the RTP provided that the Councillor has declared his or her interest at all meetings where such matters are to be discussed.

4 CITY DEALS UPDATE

- 4.1 On 12 December 2017 the Partnership agreed to write to the now established Tay Cities Joint Committee requesting that Tactran is formally included and represented within the emerging Tay Cities Deal governance structure (Reports RTP/17/39 and RTP/18/14 refer). This matter has taken some time to resolve and I can now advise that after consideration of the request at the Tay Cities Management Group on 26 July 2018 and the Tay Cities Leadership Group on 9 August 2018, it will be proposed to the next Joint Committee meeting on 9 November 2018 that the Chair of Tactran be invited to join the Joint Committee as a non-voting co-opted member as there are no seats available for further formal membership under the current governance arrangements. The Clerk to the Joint Committee, Mr Roger Mennie, has been instructed to write to Councillor Gordon to confirm the invitation on that basis.
- 4.2 As reported at the last meeting, the Partnership Director has now been invited to attend and participate in the Tay Cities officer Management Group. As a result of this welcome increased involvement in the Tay Cities Deal management structure, the Senior Partnership Manager will now represent Tactran on the Empowered Tay group, which is progressing consideration of aspects of the Tay Cities Deal relating to future new models of regional governance covering regional economic development, land use planning, transportation planning and public transport delivery, as noted in previous reports to the Partnership.
- 4.3 There has been further delay in progressing the proposed Heads of Terms for the Tay Cities Deal and at the time of writing it is anticipated that the Heads of Terms Agreement for the Tay Cities Deal will be announced by the end of September 2018. Any further developments in that regard will be reported verbally to the meeting.
- 4.4 As reported at the previous Partnership meeting, on 31 May 2018 the Heads of Terms Agreement for the Stirling & Clackmannanshire City Region Deal was announced. The City Deal is worth in excess of £214 million with regional partners investing up to £123.8 million and the Scottish and UK Governments investing up to £90.2 million over 15 years, with each Government offering £45.1 million subject to approval of final robust business cases for projects and initiatives. The City Region partners believe that the City Deal will, in turn, unlock in excess of £640 million of private sector investment, delivering over 5,000 new jobs.
- 4.5 In the Agreement, it is indicated that 'Scottish Government will commit to establishing a Regional Transport Working Group similar to those being taken forward through the City Region Deals for both Aberdeen and Edinburgh and the South East Scotland'. Tactran officers are assisting Stirling Council, Clackmannanshire Council and Transport Scotland officers in preparing draft terms of reference for a Provisional Regional Transport Working Group which

could be incorporated into an approved City Region Deal Governance Structure.

- 4.6 As has been reported previously, officers are in ongoing discussion with Stirling Council colleagues on opportunities to support the development and implementation of the strategic connectivity, active travel and other relevant aspects of the Stirling & Clackmannanshire City Deal, with up to £55,000 allocated in the approved 2018/19 RTS Revenue Programme budget for this purpose.
- 4.7 As with Tay Cities, it is likely that a Joint Committee will be established supported by a Programme Management Office (PMO). Subject to further clarification of the arrangements and opportunities for supporting the development and implementation of the Stirling & Clackmannanshire City Deal, the Partnership may wish to seek similar engagement and representation within the emerging Stirling & Clackmannanshire City Deal governance structure, as previously requested in relation to the Tay Cities Deal.

5 MEETING WITH THE CABINET SECRETARY FOR TRANSPORT, INFRASTRUCTURE & CONNECTIVITY

- 5.1 At its meeting on 27 March 2018 the Partnership noted that, in response to an earlier invitation having been extended to the Minister for Transport and the Islands to attend a Partnership meeting, arrangements were in hand for an initial meeting between the Minister and the Chair and Deputy Chair, with a view to the Minister potentially attending a future meeting of the Partnership Board (Report RTP/18/14 refers).
- 5.2 Following the re-designation of ministerial portfolios in early summer, there is now a role of Cabinet Secretary for Transport, Infrastructure and Connectivity and Michael Matheson MSP has been appointed to that position. It has now been confirmed that Mr Matheson can meet with the Chair on **24 October 2018**. It is anticipated that discussion topics will include Tactran's perspective on the ongoing National Transport Strategy (NTS) review; the forthcoming review of the Strategic Transport Projects Review (STPR); Planning Bill; City Deals and Tactran's involvement in these; Active Travel developments, rail priorities in the Revolution in Rail, Highland Main Line, Aberdeen – Central Belt and West Highland reference/review groups and Tactran's proposed response to the Transport Bill.

6 GRADUATE PLACEMENT IN TRANSPORT PLANNING

- 6.1 The opportunity has arisen to share a Graduate Placement role with the PKC Transport Planning section. The Council is just about to go to advert to recruit to the 2018/19 cohort of Graduate trainees and subject to the interest shown, it may be possible to share 50% of the placement. Interviews will take place

on Friday 29 September and Wednesday 3, Thursday 4 and Friday 5 October 2018 after which we will know if there is any interest in the role.

- 6.1 Graduates will have the opportunity to work in the Transport Planning Team and Tactran, the Regional Transport Partnership. They will become involved in developing a range of initiatives including the development of low carbon transport schemes, smarter choices and infrastructure projects in the city centre. They will liaise with consultants and developers so excellent communication and interpersonal and relationship building skills are essential. This vital role will also involve support for rail, bus and active travel (walking / cycling) projects.
- 6.2 Even with a full team complement, the workload is considerable and likely to be extended still further with the development of the City Deal programme, the expansion of Active Travel and accessibility work with the Localities and Community Planning Partnerships. If a suitable candidate comes forward it is anticipated that the Tactran share of the costs will be up to £15k to be covered by a contribution from the current unallocated RTS budget contingency of £29,034.

7 REVIEW OF NATIONAL TRANSPORT STRATEGY (NTS2) AND STRATEGIC TRANSPORT PROJECTS REVIEW (STPR2)

- 7.1 The Partnership has received regular updates on progress with the NTS review and been advised of the Scottish Government's intention to undertake a review and updating of the STPR in parallel with the next National Planning Framework (NPF4).
- 7.2 At its meeting on 12 December 2017 the Partnership noted progress on the NTS review as set out in a helpful Transport Scotland summary paper, which outlined the scope and detailed arrangements, structures and processes for stakeholder and other engagement during the review, which is scheduled for completion in summer 2019. The work of the various work streams is now drawing to a close with the final meeting of the Strategic Framework Group scheduled for 10 September 2018 and the Review Board in early November. The programme remains on track for public consultation to be launched early in 2019, see timeline at Appendix B.
- 7.3 However, concerns have been expressed that the NTS Review Board scheduled for 25 September 2018 has been postponed. Accordingly, at their meeting on 5 September 2018 the RTP Chairs approved the despatch of a letter to the Cabinet Secretary expressing concern at the lack of a formal meeting since May and urging that momentum is not lost on progressing the NTS Review, see letter at Appendix C.

- 7.4 A paper outlining the proposed process and timeline for the second Strategic Transport Projects Review (STPR2), which is scheduled for completion by the end of 2020 in line with completion of NPF4, was reported to the previous Partnership meeting (Report RTP/18/26 refers). This confirmed that STPR2 will focus on national and regional issues, with the regional focus considering 'the role of the strategic network in the context of regional economic geographies and changes emanating from the Planning Review, Enterprise and Skills Review and city and regional deals'. The paper also indicates that the first tier of engagement for STPR2 will be 'based upon Regional Working Groups convened by Transport Scotland to demonstrate commitment to work collaboratively', with the first meetings of these groupings to be commenced in summer 2018.
- 7.5 Following the previous meeting of the Partnership and the reported disappointment expressed by the RTP Chairs that the currently proposed STPR2 process appears to include no reference to the RTPs or the existing statutory Regional Transport Strategies, Transport Scotland provided a helpful response via the press of their intention to involve RTPs in the regional arrangements and that the RTSs and their associated Delivery Plans will inform both the regional and national focus of STPR2. See article at Appendix D.

8 FORUM OF CHAIRS OF REGIONAL TRANSPORT PARTNERSHIPS

- 8.1 The RTP Chairs Forum met recently in Shetland on 5 September 2018 and the main items of discussion are detailed below. The Minute of that meeting will be reported for information when available. The Minute of the previous meeting, held in Gatehouse of Fleet on 6 June 2018, is available for information in the Members area of the Tactran [website](#).

- National Transport Strategy
- Active Travel Funding Update
- Consultation Responses
 - Transport Bill
 - Workplace Parking Levies
 - Cross Country Rail Franchise Consultation
- RTP Lead Officers Meeting with Active Travel Charities
- Stakeholder & Modal Updates
 - East Coast Mainline Authorities
 - Low Emissions Zones
- Local Governance Review
- Social Media Presence
- Scottish Islands Passport Update

9 MARKETING & COMMUNICATIONS STRATEGY

- 9.1 Since arriving in post I have been keen to ensure that all public facing communications remain contemporary, relevant and fit-for-purpose. Although Tactran has a public facing web site and promotes a variety of transport related 'products' via the internet and social media there is no marketing & communications framework in place. In order to rectify the position I sought the assistance of Ruth Fry, Corporate Communications Manager at Perth & Kinross Council, to assist the team with developing a strategy.
- 9.2 The draft strategy is attached at Appendix E and includes a series of recommendations on updating our communication channels and refreshing the approach to social media. As Tactran is an advocate for improvements to transport it also includes a matrix of who the key players are and how we might best influence them. Board Members are invited to review the draft strategy and suggest any amendments before it is finalised.

10 CYBER RESILIENCE UPDATE

- 10.1 The Scottish Government continue to highlight the importance of cyber security to public sector bodies. The latest initiative in this area is a '**Public sector cyber resilience communications toolkit**' which was recently highlighted in a letter from the Cabinet Secretary for Finance, Economy and Fair Work, see Appendix F. This is a self-help guide for communication professionals on how to react should a cyber-attack or data breach occur.
- 10.2 Tactran has formally adopted the Perth & Kinross Cyber Resilience Protocols and in accordance with these protocols has conducted an independent web check on third party sites that the Partnership supports. A number of concerns have been raised following this check and officers are liaising with Perth & Kinross Council's Information Security Manager to ensure compliance of the three Tactran supported websites.

11 CONSULTATIONS

- 11.1 Elements of the report have been the subject of consultation with partner Councils, other RTPs, Transport Scotland, City Deal and other partners/stakeholders, as appropriate.

12 RESOURCE IMPLICATIONS

- 12.1 This report has no direct or additional financial or other resource implications.

13 EQUALITIES IMPLICATIONS

- 13.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and no major issues have been identified.

Tom Flanagan
Director

For further information email tomflanagan@tactran.gov.uk or tel. 01738 475771

NOTE

The following papers, as defined by Section 50D of the Local Government (Scotland) Act 1973 (and not containing confidential or exempt information) were relied on to a material extent in preparing this Report.

Report to Partnership RTP/17/39 Director's Report, 12 December 2017

Reports to Partnership RTP/18/12 General Consultations and RTP/18/14 Director's Report, 27 March 2018 Transport (Scotland) Bill

Report to Partnership RTP/18/26 Director's Report, 26 June 2018

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~ 9 JUL 2018

Cllr Brian Gordon
Chair Tacran
Bordeaux House,
31 Kinnoull Street,
Perth, PH1 5EN.

4 July 2018

Dear Cllr Gordon

You will recall that we wrote to you earlier this year to advise you that the revised Code of Conduct for Councillors was being laid before Parliament.

I am writing to inform you that the revised Code has now been approved by Parliament and will come into force on 9 July. The revised Code can be found on the Scottish Government website at <http://www.gov.scot/ISBN/9781787810778> from that date.

As previously indicated the substantial changes are to amend the rules relating to declarations of interest by councillor members of Regional Transport Partnerships and to make clear that bullying and harassment are breaches of the Code. A number of clarifications and minor changes have also been made. Revised guidance on the amended Code will be issued by the Standards Commission and will be available from their website. They will notify stakeholders separately as to when and where their revised guidance will be found.

Please feel free to contact me if you have any queries.

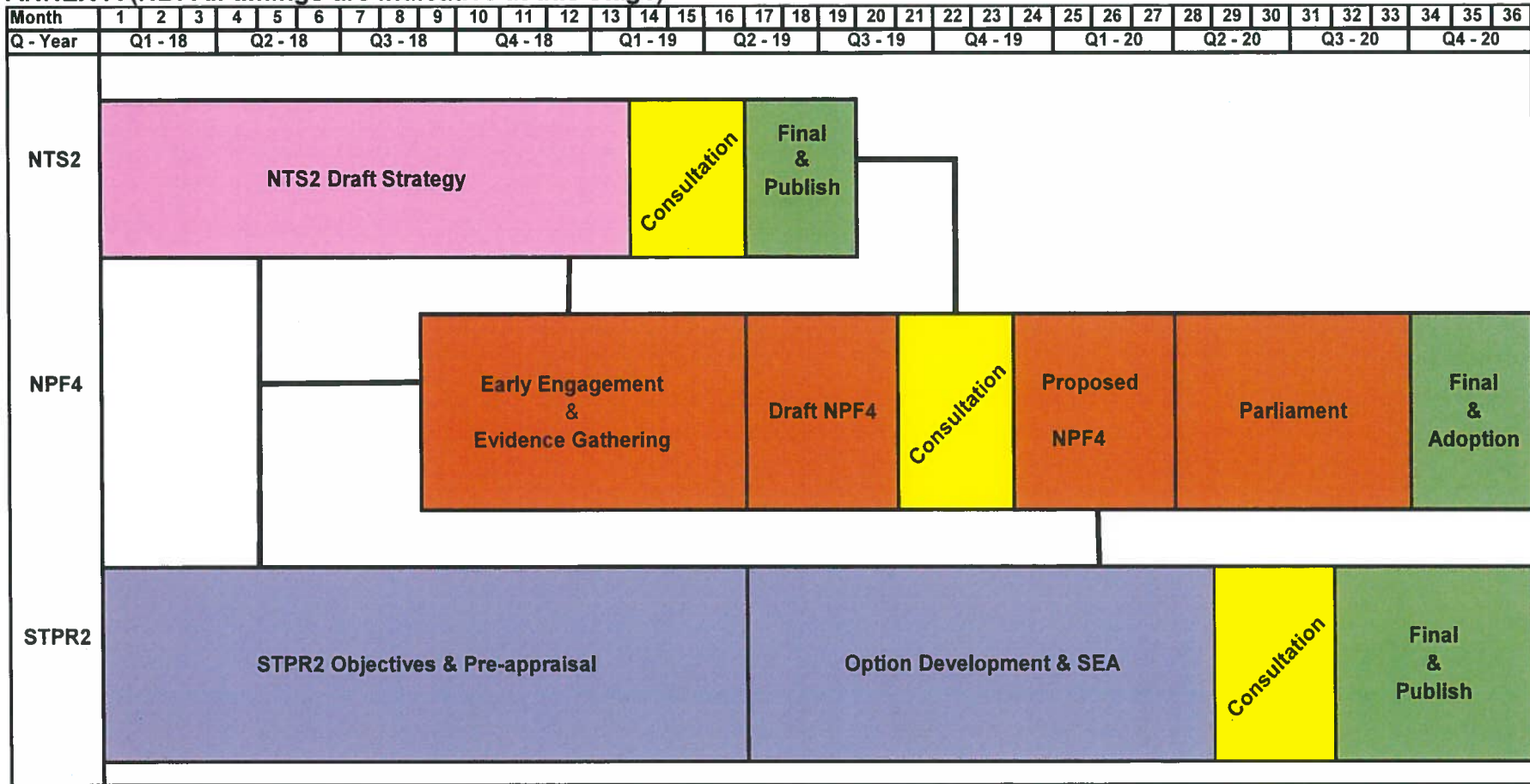
Yours sincerely

Anthony Romain
Local Government Division and Analytical Services Division



Wednesday 9th May 2018

ANNEX A (NB: All timings are indicative at this stage)



Outline Programme for Delivery of STPR2 (showing essential inter-dependencies)



3D Bridge, Victoria Quay, Edinburgh, EH6 6QQ, Tel: 0131 524 5150

Chair: Cllr Gordon Edgar Partnership Director: George Eckton

Cabinet Secretary for Transport, Infrastructure and Connectivity
The Scottish Government
St. Andrew's House
Regent Road
Edinburgh
EH1 3DG

Dear Mr Matheson,

Progress of the National Transport Strategy Review

I write on behalf of the Chairs of Scotland's Regional Transport Partnerships (RTPs), to reflect on progress so far with the National Transport Strategy review and to take the opportunity to highlight the potential benefits of a multi-functional model for effective regional governance which is also being addressed as part of the review.

I am of course aware that a cabinet reshuffle has recently taken place and that Transport Scotland, along with their consultants, are working away in the background taking the review forward. The Chairs did have some concern that the review process had slowed down but are now encouraged to see that provisional dates for the next Strategy Board meeting have now been proposed for early November.

The wide-ranging consultation process undertaken to date has been very much appreciated and has facilitated, in the Chairs' view, full engagement with and valuable input from the RTPs.

At this point in time, the Chairs are concerned not to lose the momentum of progress of the review and of particular concern to us all is the element which will address regional governance within the new strategy.

The RTP Chairs believe that the greatest possible integration of planning and transports' strategic functions is of critical importance to providing a sustainable best value result for the citizens and communities of Scotland. The Chairs believe that any changes to the nature of both planning and transports' governance and delivery should be carried out with this integration as a priority. Unless land use and transport planning, including in respect of new development, is carried out as one properly integrated process it is likely that sustainable development and related transport policies and practices will not succeed. Therefore, the problems associated with single occupancy cars and other less sustainable travel practices and behaviours will continue to prevail, acting against the current aims to reduce the need to travel and



3D Bridge, Victoria Quay, Edinburgh, EH6 6QQ, Tel: 0131 524 5150

Chair: Cllr Gordon Edgar Partnership Director: George Eckton

to establish more walkable and sustainable developments, where amenities are within easy reach of communities.

I would be grateful to know the planned approach and programme for completion of the review process and for your assurance that the process will continue to progress at pace. I look forward to the next meeting of the Review Board.

Yours Sincerely

A handwritten signature in black ink, appearing to read "G. Edgar".

Cllr Gordon Edgar

Chair of SEStran

DRAFT

RTPs can influence priorities, insists Transport Scotland
GOVERNANCE

Andrew Forster

Local Transport Today 06 July 2018

Transport Scotland insisted this week that the door had not been closed to Scotland's seven regional transport partnerships (RTPs) inputting into the second strategic transport projects review (STPR2), which will decide Scotland's future transport investment priorities.

STPR2 is being conducted alongside preparation of a new national transport strategy (NTS), which will decide future transport governance arrangements. The future of RTPs is uncertain, partly because of the emerging regional groupings of councils formed to strike city deals with the Scottish and UK governments.

Eric Guthrie, the outgoing director of Tactran, the Central Scotland RTP, told his board last week: "The RTP chairs have written to the minister expressing disappointment that the currently proposed STPR2 process appears to include no recognition of, or reference to, the existing statutory regional transport strategies [prepared by RTPs], which have been ministerially approved and have been developed collaboratively in consultation with councils, and have also informed strategic connectivity proposals and aspirations in a number of emerging city deals." Guthrie added: "Concern has also been expressed at the apparent intention by Transport Scotland to establish 'regional groupings' for the purposes of engagement on STPR2 without any apparent reference to the existing statutorily constituted RTPs."

Asked about the concerns, a Transport Scotland spokesman told LTT: "RTPs are key stakeholders in the NTS review and STPR2. The RTPs are currently engaged in the NTS roles and responsibilities working group, which is reviewing transport governance with a view to further clarifying, and possibly modifying, existing transport roles and responsibilities nationally, regionally and locally.

"Transport Scotland is committed to working with local authorities and RTPs on STPR2. We are an early stage in considering the approach to regional engagement and, while some groups may form around existing structures such as RTPs or regional deal bodies, there is no fixed approach across the country."

A new regional grouping for transport is being formed in south-east Scotland covering the six councils in the Edinburgh and South-East Scotland city deal: Edinburgh, East Lothian, Midlothian, West Lothian, Scottish Borders and Fife.

A joint committee is being set up to oversee the city deal and assist in regional spatial planning and transport policy. An officer level transport appraisal board is also being formed, which will include representatives of SEStran (the South East Scotland RTP) and Transport Scotland.

A new report on the city deal says the board will have a remit to “help shape transport policy, strategy, and priorities across the city region”. It will also “take a specific role in representing the city region’s interests through the reviews of the NTS and the STPR2”.

The report adds: “This group will also provide a channel for involvement in the development and delivery of the improvements to Sheriffhall roundabout.” Transport Scotland pledged £120m to grade separating the Sheriffhall roundabout on the Edinburgh city bypass as part of the city deal.

The board’s geography is smaller than that of SEStran, which covers eight authorities – the six city deal councils plus Falkirk and Clackmannanshire.

Although the NTS will determine the future of the RTPs, regional transport governance is also tied up with the reforms to spatial planning contained in the Planning (Scotland) Bill. The Bill proposes abolishing the existing strategic development plan system in Scotland, replacing it with a strengthened National Planning Framework informed by partnerships of councils.

Asked about the South East Scotland transport appraisal board, a spokeswoman for the City of Edinburgh Council said this week: “The board will work closely with the city regional housing board and with Government to influence and formalise any future regional partnership working that may emanate from the moves to regional economic partnerships as well as regional land-use planning, depending on the outcomes of Parliament’s current consideration of the Planning Bill.”

Editor's note: The words in the above article attributed to Eric Guthrie were incorrectly attributed to his successor, Tom Flanagan, in the original story. Dr Flanagan took up the position of Tactran director on 2 July, one week after the Tactran board meeting to which the report was presented. Our sincere apologies for the error.

TACTRAN DRAFT COMMUNICATIONS STRATEGY

INTRODUCTION

TACTRAN is the statutory Regional Transport Partnership covering the Angus, Dundee City, Perth & Kinross and Stirling Council areas. The Partnership is required to develop and deliver a Regional Transport Strategy and work towards national climate change objectives. TACTRAN is a statutory Community Planning Partner and a Key Agency in Development Planning.



TACTRAN has three key strategic aims:

- Regional economic prosperity
- Connected communities and social inclusions
- Environmental sustainability, health and wellbeing

The majority of TACTRAN's work is between partners, supporting research, information-sharing and administering capital grants.

While principally a strategic partnership body, TACTRAN does have some public-facing functions. These are largely directed through its websites, which support liftsharing, travel information and travel planning. Over the years, it has developed a number of different brands for these.

CURRENT COMMUNICATIONS

An analysis of TACTRAN's current communications activity can be made using the PESO model: dividing channels into Paid, Earned, Shared and Owned.

Paid channels include advertising, such as digital ads, bus backs, billboards, print, tv or radio ads. TACTRAN carries out a small amount of direct advertising.

- Ad hoc advertising for the Thistle Card, e.g. in Enable Magazine and conference programme
- Previous advertising for Liftshare, including radio, bus stops, bus backs and a taxi wrap
- Some digital advertising for GoToo
- Contributions to partners campaigns, e.g. Cycling Scotland's Cycle Space campaign

There is little evaluation carried out of paid channels, although hits on the GoToo website do increase as a result of online advertising.

Earned channels are those which provide ‘free’ PR: for example, proactive media relations and influencer relations. TACTRAN currently issues occasional news releases on its website but does not interact proactively with the media. Officers do attend key conferences.

Shared channels encompass social media and word of mouth.

- Director’s Twitter account, Tom_Tactran, 514 followers
- GetOnTheGo Facebook (877 followers) and Twitter (156 followers)

GetOnTheGo is run in partnership with the three Tayside councils and is managed by Miconex. While the audience is quite small, it has grown steadily since inception and there is a comprehensive plan in place to continue growth and engagement.

Owned platforms are those owned and controlled by TACTRAN, including website, blogs, and printed reports and documents.

- Tactran.gov.uk: official corporate/organisation site
- GoToo (tactranconnect.com): ‘lifestyle’ travel advice, around 250 unique users a month
- TravelKnowHow (microsite within TravelKnowHowScotland)
- Tactran Liftshare (microsite within Liftshare.com)

WORKSHOP DISCUSSION

A workshop was held with TACTRAN officers to discuss forthcoming priorities and challenges.

While TACTRAN’s corporate brand is currently fairly low-profile, it was felt to be more important to concentrate resources on targeting and improving existing public-facing brands rather than promoting the Partnership itself. This is partly due to the potential for RTPs to be reorganised at some level in the near future.

It was agreed that a review of TACTRAN’s websites would be appropriate:

- Current usage is low
- Web sites would sustain cyber resilience
- GoToo requires to be moved to a new platform, by December 2019
- Traveline Scotland provides some of the same services nation-wide
- Technology is rapidly evolving, with the possibility of new apps or other, more integrated, travel solutions being developed

STAKEHOLDER MAPPING

Key stakeholders can be mapped on a matrix which records their potential influence and their level of interest in key issues.

INFLUENCE	Health Minister			Consultants	Cabinet Secretary RTPs	Transport Scotland 'Magnificent 7'*
		Local authorities		Joint Committees (City Deals)	MSP's FTA / RHA ScotRail Alliance STTTG	
	Education Minister				Researchers / TRI	Sustainable travel (in TS)
	NHS Tayside/NHS Forth Valley MPs	Community Planning Partnership Universities / colleges	ATCO Bus operators		CPPs/Localities/ Local walking/cycling groups Transform Scotland	Board members
		Public National Parks Authorities		MAAS Scotland Community rail organisations	Local walking/cycling groups	
	INTEREST					

*Cycling Scotland, Energy Savings Trust, Paths for All, Scottish Natural Heritage, Forth Environment Link, Living Streets and Sustrans

Stakeholders with a high level of interest but relatively low levels of influence, such as local walking and cycling groups, rail enthusiasts and MAAS Scotland should be kept informed.

Those who could be very influential but currently have little interest can be a focus of communications aimed at raising their awareness, getting them engaged and, ultimately, encouraging them to take action to support TACTRAN's aims. Key targets here would be ministers and local authorities.

Stakeholders who are both interested and influential are crucial to the success of the organisation. Transport Scotland, the 'Magnificent 7' charities, other RTPs, and individual MSPs with a personal interest in relevant issues should all be kept onside to ensure their ongoing support.

STRATEGIC RECOMMENDATIONS

Social media

TACTRAN should concentrate on developing the Get on the Go social media channels. These have an active management plan in place and will require less in the way of content, support and development than a separate website. Consideration should be given to inviting the expansion of GetOnTheGo to include the Stirling Council area.

Tom should also continue to develop his personal Twitter account. While the direct audience for sustainable travel (commuters, families) is more likely to be found on Facebook, Twitter is home to political stakeholders and policy makers. Tom should pitch his content at this audience by seeking out and contributing to debate, while maintaining a personal touch.

LinkedIn is a channel for further investigation: while it may give access to some stakeholders, it need not be a priority while the strategy is not to promote TACTRAN's corporate brand. Individual members of the Team/Board could promote TACTRAN's objectives through posted articles.

Websites

Consideration should be given to discontinuing the GoToo website, as usage is low, the platform requires renewal, and some elements of its offer can be found elsewhere. Funding previously allocated to GoToo could be redistributed to promoting GetOnTheGo, or to other communications objectives below.

TravelKnowHow remains a useful resource, given objective 1.2 below. It is recommended that more work be done to establish which elements of TravelKnowHow are most used and what users would like to see developed. The site can then be maintained efficiently so that it is delivering what we know employers want.

It would be advantageous to start a regular blog. Tom has recently started a monthly blog hosted in the Members' Area and consideration should be given to whether this could be a corporate public-facing blog. This could be hosted on the Tactran.gov.uk site and should incorporate content and key messages developed for the communications plan, for example: issues such as active travel case studies, travel plan incentives, and rail improvements. This would give both the GetOnTheGo social media and Tom's twitter more detail to link back to, and should be in conversational, plain English. However, a blog

should only be embarked upon if there is sufficient resource to update it regularly (at least monthly), perhaps by agreeing a schedule and contributors in advance. A blog would also increase the profile of TACTAN, making it easier to secure speaker platforms at key conferences and events (see below).

Conferences and events

TACTRAN should develop a forward plan for conferences and events, aiming to attend or, preferably, contribute to those where key stakeholders are likely to be present. Opportunities to contribute could be as a speaker, but also as a panel member, MC/host, sponsor, or simply by preparing and asking pertinent questions. Key targets, such as ministers, can also be approached directly in between sessions. Organisers should be proactively approached with offers to contribute, using content from the corporate blog which incorporates TACTAN's key messages.

Media and influencer relations

It is recommended that TACTRAN research transport correspondents, feature writers with an interest in sustainability, or relevant programmes, including radio and tv. General interest news and chat shows can also be made use of, if there is a strong human interest angle. The types of stories they cover should be tracked, before pitching an appropriate piece or, when a relevant issue hits the headlines, proactively offering a quote or comment. One way to generate a 'hook' for news is to undertake research and release the results within an opinion piece.

In addition to traditional media, it is increasingly important to court 'influencers': individuals who, while not journalists, are in the public eye and can reach a large potential audience directly, and with some impact. Often these are people not afraid of stating controversial opinions, and often social media is their chosen medium. TACTRAN should be aware of influencers in their field and the types of subject they are likely to engage with.

COMMUNICATIONS AIMS

In the workshop discussion, it was agreed to focus TACTRAN's communication on making travel in the area more sustainable. This aim was split into four areas for action:

Sustainable travel:

1. Active travel: increase the percentage of journeys taken by foot and bike.
2. Rail: capitalise on local improvements to maximise the potential shift to rail journeys.
3. Bus: improve relationships with local operators, as a basis from which to explore options to improve services
4. Shared mobility: increase the numbers and members of car clubs and increase the use of liftsharing.

OBJECTIVES

- 1.1 Increase the amount of funding TACTRAN controls to promote the doubling of active travel investment in line with national investment.
- 1.2 Increase the number of organisations in the area with a corporate travel plan in place by 3 in the next 12 months.
- 2.1 Supporting media coverage of local rail service improvements and integration, with an estimated readership of 120,000.
- 2.2 Achieve online engagement in support of local rail service improvements and integration from 5 key influencers by March 2019.
- 3.1 Refresh local bus stakeholder group, securing regular attendance from local authorities and a senior manager of each major local operator and establish aims and objectives, in the next 6 months.
- 4.1 Carry out a baseline survey to assess the numbers of active users on the LiftShare website and to gather data on why people stop using liftshare.
- 4.2 Increase number of people signed up to the LiftShare website in the TACTAN area by 20% in 12 months.
- 4.3 Increase the number of car clubs in partnership with local authorities operating in the area by 1 in the next 12 months.
- 4.4 Increase the number of car club members in the area by 10% in 12 months.

COMMUNICATIONS PLAN

Objective	Tactic	Audience	Channel	Key messages
1.1	Position TACTRAN as an expert, effective at achieving value-for-money interventions.	Transport Scotland, Sustrans and other charities, Cab Sec, Health Minister, Local Authorities	Seek out conferences which key audiences will attend. Offer to speak about the positive work TACTRAN is doing. Highlight case studies online and in official reports. Submit case studies to relevant trade media. Develop a business case for what could be done with additional funds. If budget allows: commission feature in Holyrood Mag or web.	TACTRAN has supported an increase of £450k direct and £1.7m leveraged investment in active travel in the last 3 years. <ul style="list-style-type: none"> • The proposed doubling of investment in active travel in line with national commitments will lead to improved health outcomes and indicators will be developed to measure and promote this.
1.2	Prove the business sense	Local Authorities, major local employers	Define key contacts and schedule regular meetings to ensure progress. Ensure they are	Creating a travel plan is simple.

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	of travel planning.		aware of the TravelKnowHow resources available. With consent, share other organisations' existing plans. If possible, arrange for organisations which already have plans to speak about their experience of developing a plan at Chambers of Commerce. Pitch an article to Chambers of Commerce newsletters.	<p>Travel planning promotes health and wellbeing.</p> <p>Sustainable travel options can reduce costs for you and your employees.</p> <p>Less stressful commute, less stressed staff.</p>
2.1	Create a news item from a commissioned survey.	Commuting public, those living or working near stations, people who have previously been put off rail by inconvenience.	<p>Commission or develop a survey asking people what would make them more likely to travel by rail: better bus links, better bike access, more accessible stations, more regular stops etc. Use the results to produce a media release ("90% of people would take the train – if the timetable was right") highlighting key messages and pitch it to local media. The new station at Dundee could be a hook / photo op to accompany the piece. Include quotes from train users and operators.</p> <p>Where there are specific improvements, angle the content to hyper-local media. , e.g. more trains stopping at Gleneagles – pitch this to Strathearn Herald, Lang Toon Times.</p> <p>Bonus option: the Metro is an ideal medium for this audience.</p>	<p>Commuting by train in Tayside and Stirling is getting easier.</p> <p>More stops, more trains, better service – it's time to check out the train.</p>
2.2	Use the traditional media article as a hook for online engagement,	Mark Beaumont Windy Wilson Aileen McGlynn Adventure Syndicate John Swinney Mark Ruskell	Use GetOnTheGo. Give Miconex sufficient notice to develop content which will appeal to specific influencers. This could include a competition - for example a photo competition – with a free rail trip as the prize; a series of posts featuring different people	<p>Windy Wilson: using the train in bad weather, e.g. new platform shelters/waiting rooms/refreshments</p> <p>Unis: train use for students, e.g. late night timetable, lower fares</p>

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	tailor content to individual audiences.	Dundee Uni AberTay Uni Stirling Uni Bike Station Cycling Scotland Sustrans	trying the train for travel to work or for leisure. Encouraging diversity and all-ability active travel.	Mark Beaumont/Bike Station/Cycling Scotland: bike hire, safe bike storage, taking your bike on the train
3.1	Email approach to be followed up by phone and face to face. Invite key speaker to first meeting to encourage interest.	Stagecoach Explore Dundee First Bus Bus user representatives Local Authorities	Tailor the initial email to make it as personal as possible. State that you'll call to follow and do so within a week. Secure a key speaker – e.g. Michael Matheson MSP (Roseanna Cunningham also has a relevant brief and may be more accessible, as a local MSP) or e.g. George Mair CPT – early and set a date.	The Transport Bill brings new rights, responsibilities and opportunities. We need to work together to get the best service we can for the area.
4.1	Consider online survey to all registered users	All registered LiftShare users	Enlist support from research teams of Local Authorities to draft an appropriate survey with incentive/prize draw to encourage users to fill it in. Consider a focus group if more qualitative data is needed. Use the data to inform 4.2, below.	n/a
4.2	Publicise LiftShare via employers and GetOnTheGo	Major local employers People starting a new job Other audiences depending on survey results	Review and, if necessary, refresh TravelKnowHow. Make direct contact with employers to ask them to support a campaign using the materials available on TravelKnowHow. Offer to attend offices with a roadshow. Ask specifically for information on LiftShare to be included in letters sent to new starts. Suggest incentives such as car parking reserved for liftshares. Use targeted social media advertising via	Employees are more likely to consider a lift share when starting or changing jobs. Liftsharing saves money, is better for the environment, and sociable! Your new year's resolution is just a click away. Other messages, depending on survey results.

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			<p>GetOnTheGo (especially Facebook), to reach job changers. Consider positioning starting to liftshare as a new year's resolution. Use real-life case studies of people talking about the advantages of liftsharing – or doing a car share karaoke!</p> <p>If budget allows: advertise on outdoor sites near car parks with the message 'Liftsharers spend less on parking'.</p>	
4.3	Direct approach to potential car club operators	<p>Local businesses Social enterprises/charities Public sector orgs LA's Developers Housing Associations CPPs Existing clubs looking to expand.</p>	<p>Contact potential operators and develop a shortlist of interested candidates. Develop a potential business case assessing demand, costs and benefits, including potential funding available and case studies of successful clubs elsewhere in Scotland. Hold face to face meetings with candidates to present the business case and offer support.</p>	To be developed depending on demand assessment, e.g. '60% of under-30s would consider joining a car club if there was one in their area'.
4.4	Publicise car clubs via employers and GetOnTheGo	<p>Major local employers Drivers without cars People living and working in the operating areas of existing car clubs</p>	<p>Review and, if necessary, refresh TravelKnowHow. Make direct contact with employers to ask them to support a campaign using the materials available on TravelKnowHow. Offer to attend offices with a roadshow.</p> <p>Use targeted social media advertising via GetOnTheGo (especially Facebook), to reach the target audience. Use real-life case studies of people talking about the advantages of car club, e.g. for a weekly shop, for a day trip.</p> <p>If a new club is set up, proactively pitch a story</p>	<p>Car clubs give you the convenience of your own car, without the cost.</p> <p>No servicing, tax or insurance to sort out: drive hassle-free with car clubs.</p> <p>Think you can't afford a car? Think again.</p>

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			on this to local media. Offer to take journalists for a drive in a car club car (could work well on radio).	
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www.gov.scot/cyberresilience



Scottish Government
Riaghaltas na h-Alba
gov.scot



SAFE, SECURE AND PROSPEROUS: A CYBER RESILIENCE STRATEGY FOR SCOTLAND

PUBLIC SECTOR
COMMUNICATIONS TOOLKIT



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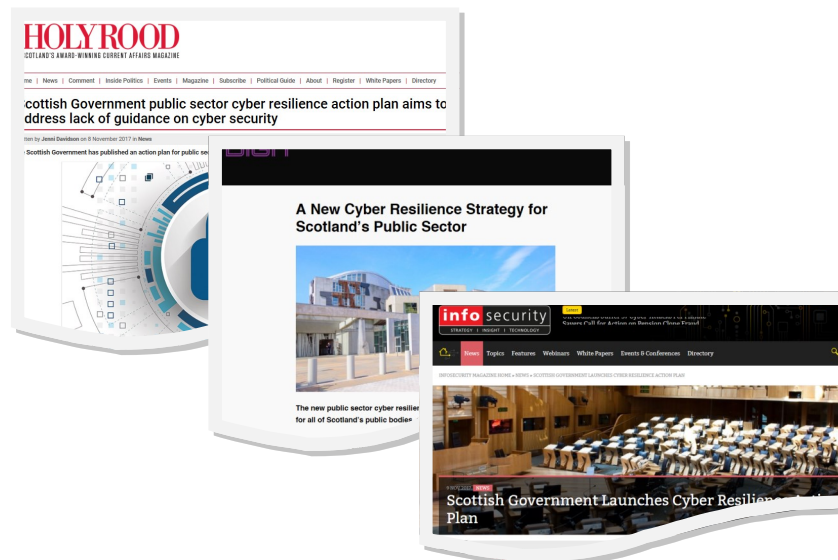
Introduction

The importance of cyber resilience in Scotland's public bodies has never been greater. Digital technologies bring enormous opportunities for Scottish public services – but they also bring with them new threats and vulnerabilities that we must take decisive action to manage.

In November 2017 The Scottish Government, in partnership with the National Cyber Resilience Leaders' Board (NCRLB), introduced a Public Sector Action Plan for Cyber Resilience.

It sets out the key actions that the Scottish Government, public bodies and key partners will take up to the end of 2018 to further enhance cyber resilience in Scotland's public sector. While there are already strong foundations in place, its aim is to ensure that Scotland's public bodies work towards becoming exemplars in respect of cyber resilience, and are well on their way to achieving this by the end of 2018.

Part of the plan also includes introducing a Public Sector Cyber Catalyst programme, under which Chief Executives of key Scottish public bodies made a commitment to work towards their organisations becoming exemplars in cyber resilience. A full list of those organisations can be found in the Annex.



Background:

The Public Sector Action Plan for Cyber Resilience (PSAP-CR) can be found [here](#).

The PSAP-CR forms part of The Scottish Government's wider strategy, published in 2015, *Safe, Secure and Prosperous: a cyber resilience strategy for Scotland*, which can be found [here](#).

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There is a wealth of well-intended advice and guidance available on cyber crime and cyber fraud, so much so that it can be very confusing. It is therefore important that cyber safe messages are communicated in the right way for different audiences and have an authoritative source at their root.

By communicating the cyber basics effectively, we can support the development of a culture of cyber resilience and, at the same time, create the necessary conditions to ensure Scotland achieves its ambition of becoming a world-leading cyber resilient nation by 2020. The Scottish Government is clear it cannot achieve a strong, cyber-resilient Scotland on its own. We absolutely need the help of our agencies and partners, who are better placed to talk to target audiences about cyber resilience. **Scottish public sector organisations are ideal partners to help us deliver these messages to the public and organisations in their communities. This toolkit is designed to provide your communications team with the right tools and resources to deliver impactful and consistent communications.** There is a wide range of useful information from a number of trusted UK cyber awareness raising campaigns.

Just as the cyber threat is changing all the time, so this toolkit will evolve over time to incorporate changing messages and new examples of good practice. It should be noted that the toolkit is intended to cover cyber-enabled and dependent crime and not cyber-facilitated crime such as online harassment or bullying, child sexual exploitation or radicalisation and terrorism.



Key to its success is to:

Repeatedly deliver co-ordinated communications that educate and motivate the public to change the behaviours that put them at greater risk.

Harness 'trusted voices' to increase the credibility, relevance and reach of the easy and actionable advice which will better protect people from cyber crime.

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Scale of threat

According to ‘Switching the public and small businesses on to cyber security and fraud’ (Home Office, 2018), cyber crime is significant and growing, and is one of the biggest criminal threats to the UK, with an estimated cost of billions of pounds each year.

Ransomware attacks are increasingly prevalent - 2017 saw cyber attacks on a scale and boldness not seen before. This included the largest recorded cyber heist, the largest DDoS attack and the biggest data breach. Cyber resilience is everybody’s responsibility, although a lack of awareness and knowledge of the cyber threat often means people are not taking the right action to protect themselves, their friends and family or their workplaces and businesses.

A recent report from the Home Office, ‘[A Call To Action: The Cyber Aware Perception Gap](#)’ highlights the worrying misconceptions the public have about cyber crime compared to the reality of the threat – and how these misconceptions are acting as a barrier to positive action, and increasing our vulnerability as a nation. It identifies the three key myths preventing people adopting behaviours that could protect them in an increasingly digitised and connected world:

- that cyber crime isn’t ‘real crime’
- that it ‘won’t happen to me’; and
- that there’s ‘nothing I can do about it’.

More needs to be done to help ensure the public, small businesses and charities are aware of the current threats to help them take responsibility to protect themselves.

Consistently communicating the simple, protective behaviours outlined here will help bridge the gap between awareness, action and, importantly, encourage the reporting of crime.

For more information about the cyber threat or for news on the latest cyber incidents, visit:

ncsc.gov.uk/index/report

[@NCSC](https://twitter.com/ncsc)

nationalcrimeagency.gov.uk/news

nationalcrimeagency.gov.uk/publications

[@NCA_UK](https://twitter.com/NCA_UK)

[@cyberprotectUK](https://twitter.com/CyberProtectUK)

You can also sign up to SG’s Cyber Weekly publication by emailing: cyberresilience@gov.scot

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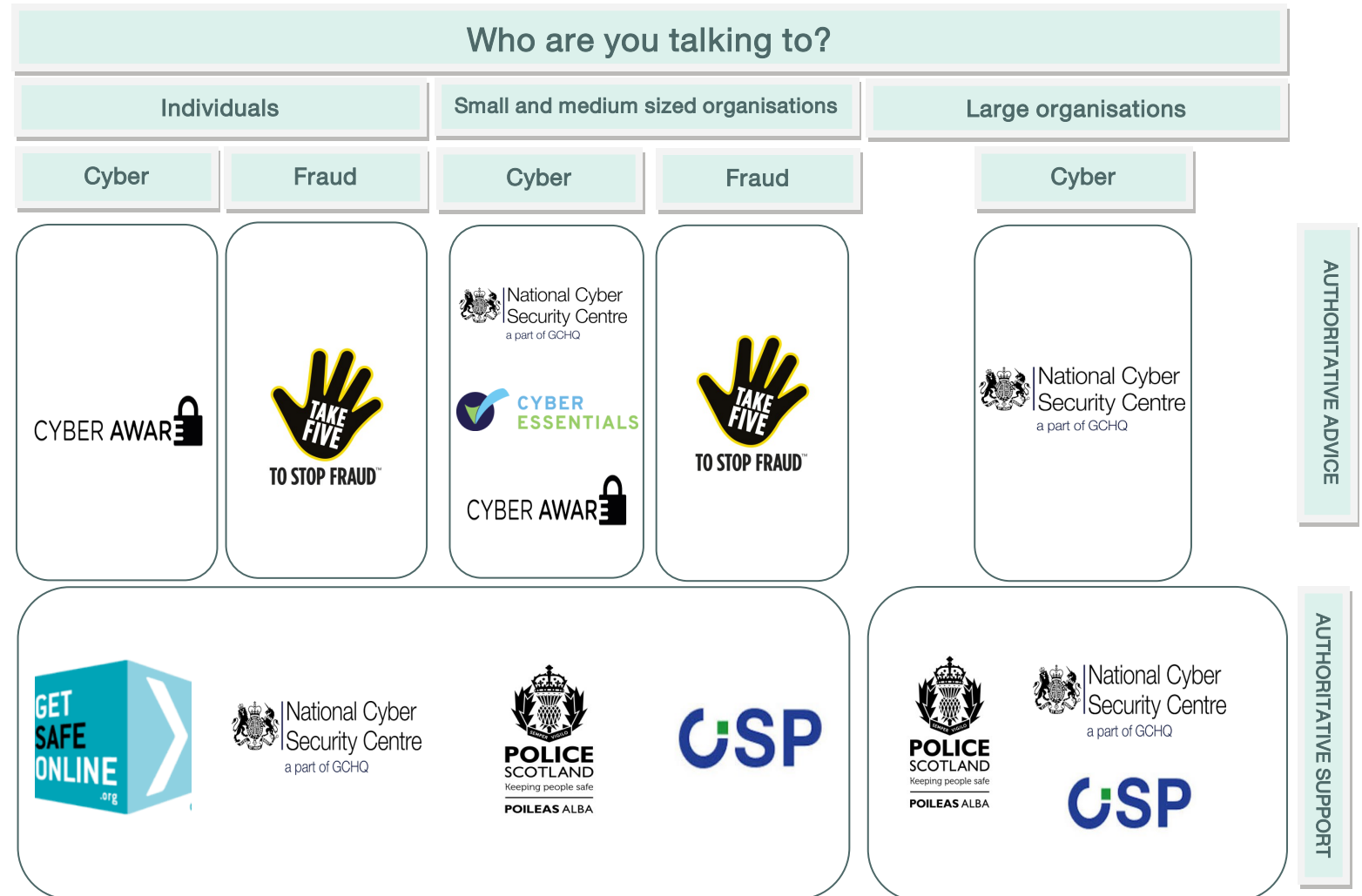
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Systems of basic and detailed advice and support

Below are some of the key authoritative Scottish and UK sources of advice and support. Use and signpost these for all your cyber-related communications activity. This diagram aims to map the relevant campaigns/services to specific audiences and for specific purposes.



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Key branding

Research tells us that the public and many small organisations often see cyber crime and fraud as a single issue.

Because of this, two complementary UK Government, Industry and NCSC-backed ‘umbrella’ brands providing official and consistent advice have been developed:

Cyber Aware has been developed with the National Cyber Security Centre and provides the simplest, technical advice for the public and micro businesses to help protect themselves against the cyber threat. Visit cyberaware.gov.uk



Take Five, a partnership between UK Finance and the Government, advises the public on how to protect themselves from preventable financial fraud (including email deception and phone-based scams) and offline fraud. Visit takefive-stopfraud.org.uk



“Very few people would leave their front door unlocked or windows open when they went out. Encouraging people to be Cyber Aware is the equivalent of the check list of things we go through to make our house secure when we go out. Take Five is the equivalent of putting a chain on your door and being sure about who’s knocking before you let them in. Together they ensure you won’t get any unwanted visitors.”

Collectively these brands provide the most important advice that the public and small businesses and charities need to put in place to best protect them from the threat and this advice should be the foundation in your own communications.

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Key messages—Cyber Aware and Take Five

When speaking to the public and small organisations about how they can protect themselves against cyber crime and fraud, Cyber Aware and Take Five campaigns have these basic key messages that you should provide.

Cyber Crime	Cyber-enabled Fraud	Fraud
<p>Priority messages</p> <ul style="list-style-type: none">- Install the latest software and app updates- Use a strong, separate password for your email account <p>Secondary messages</p> <ul style="list-style-type: none">- Secure your tablet or smartphone with a screen lock- Always back-up your most important data- Don't use public Wi-Fi to transfer sensitive information such as card details- Don't 'jailbreak' or 'root' your smartphone – mainly relevant for the younger audience- Beware of fake websites- Use two-factor authentication for your most important accounts	<p>E.g. phishing – where messages can be drawn from both brands</p> <ul style="list-style-type: none">- Never click on a link in an unexpected email or text without checking it's legitimate first- Install the latest software and app updates- Use a strong, separate password for your email account- Beware of fake websites	<p>Take Five empowers people to confidently challenge uninvited and potentially fraudulent approaches with a simple principle/message: 'My money? My info? I don't think so!'</p> <p>Requests to move money</p> <p>A genuine bank or organisation will never contact you asking for your PIN, full password or to move money to a safe account. Don't give out personal or financial details.</p> <p>Clicking on links/files</p> <p>Don't be tricked into giving a fraudster access to your personal or financial information. Never automatically click on a link in an unexpected email or text.</p> <p>Personal information</p> <p>Always question uninvited approaches and never give out personal or financial details, in case it's a scam. Instead, contact the company directly using a known email or phone number.</p>

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The National Cyber Security Centre

The National Cyber Security Centre (NCSC) is the UK's authority on cyber security and is a part of GCHQ.

The NCSC was set up to help protect the UK's critical services from cyber attacks, manage major incidents, and improve the underlying security of the UK Internet through technological improvement and advice to citizens and organisations.

It works together with UK organisations, businesses and individuals to provide authoritative and coherent cyber security advice and cyber incident management, underpinned by world class research and innovation.

The NCSC recognises that, despite all efforts to reduce risks and enhance security, incidents will happen. When they do, the NCSC, at a national level, will provide effective incident response to minimise harm to the UK, help with recovery, and learn lessons for the future.

The Cyber Security Information Sharing Partnership, [CiSP](#), is a joint industry and government initiative set up to exchange cyber threat information in real time, in a secure, confidential and dynamic environment, increasing situational awareness and reducing the impact on UK business.

Please share these resources through your communications channels:

[Cyber Security: Small Business Guide](#)

[Cyber Security: Small Charity Guide](#)

[Password guidance: Simplifying your approach](#)

[Bring Your Own Device Guide](#)

[NCSC's CiSP](#)

[NCSC 10 Steps to Cyber Security](#)

Are you following [@ncsc \(@NCSC\)?](https://twitter.com/ncsc)



National Cyber
Security Centre

a part of GCHQ

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Cyber Essentials

The vast majority of cyber attacks exploit basic weaknesses in IT software and systems, which can easily be fixed. NCSC's Cyber Essentials show organisations how to address those basics and get a good level of online security in place.

As part of the PSAP-CR, the Scottish Government has pledged to support the achievement of **Cyber Essentials** and **Cyber Essentials Plus** certification across Scottish public bodies wherever possible.

In June 2018 the Scottish Government also pledged to do the same across the Scottish private and third sectors wherever possible. With this in mind it has made £500,000 available to support small and medium-sized private and third sector organisations to achieve the certification. More information on this will be available in due course and we would welcome support from public sector partners to promote the scheme to their supply chains and customers.

Cyber Essentials provides organisations of all sizes with clarity on good, basic cyber security practices that can help companies better protect themselves against the most common cyber threats.

Applying for a Cyber Essentials certificate and displaying the badge provide the independent assurance you have correctly implemented basic cyber security protections. It also allows you to bid for certain UK Government contracts.

Please share these resources:

www.cyberessentials.ncsc.gov.uk

Are you following [@CyberEssentials](https://twitter.com/CyberEssentials)?



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Police Scotland

The effects of cyber-crime can be devastating, and victims can be reluctant to report incidents, often due to feeling embarrassed or unsure as to whether it is a crime, or indeed a police matter.

As part of Police Scotland's strategy to ensure all communities are better protected against the increasing cyber threat, their aim is to continue to engage with the public and their partners, across all sectors, encouraging the reporting of cyber-crime which assists in the development and delivery of effective prevention and awareness programs.

Raising awareness and knowledge across all communities is crucial in tackling the cyber threat. Partnership working alongside Police Scotland's growing network of Web Constables across Scotland, ensures communities have increased resilience, capability and support to keep safe and secure in the online environment.

The Scottish Government's Cyber Resilience Unit will always share the latest cyber campaign from Police Scotland with you, so please try to disseminate through your communications channels if appropriate.

Key Messages to share more generally:

Please call 101 to report any crime.

For further advice visit the 'Keep Safe' page of the Police Scotland website, or for information on how Police Scotland can support Prevention work in your area, please contact the Safer Communities department via 101 or the Contact Us section of the website – www.scotland.police.uk/



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Get Safe Online

Get Safe Online (GSO) is a UK Government-funded, free and trusted resource providing practical advice on how individuals and businesses can protect themselves on their computers and mobile devices, and against fraud, identity theft, viruses and many other problems encountered online.

Their main objective is to deliver consistent 'Cyber Aware' messaging regionally within the UK to target audiences using partner networks where current core Home Office capacity is unable to do so.

Their website contains a library of trusted content that the Scottish Government uses frequently and signposts our partners to regularly.

GSO has a network of private and public sector partners across the country who they regularly work with to do cyber awareness training and outreach.

Throughout the year they have a number of PR "hooks" and events that they use to create hype and awareness around being safe online, such as Get Safe Online week (w/c 23 October), Dating Fraud (February) and Safe Christmas Shopping (November).

They also work closely with law enforcement agencies and other bodies in support of their outreach activity, internal awareness and customer online safety.

We'll always share the latest campaign material with you, so please try to disseminate through your communications channels if appropriate.

For more information visit getsafeonline.org
[@GetSafeOnline](https://twitter.com/GetSafeOnline)



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National Cyber Resilience Leaders' Board

During the development of '*Safe, Secure and Prosperous: A Cyber Resilience Strategy for Scotland*', stakeholders and delivery partners stated a clear requirement for an agile mechanism to help support work to achieve Scotland's goal of becoming a world leading nation in cyber resilience.

As a result, a cross-sectoral group was established to provide clear leadership and ensure an evidence-based, collaborative approach to cyber resilience.

The National Cyber Resilience Leaders' Board (NCRLB) brings together key decision makers and leaders from across private, third and public sectors to ensure that strategic relationships across sectors are strengthened and that there is effective alignment of strategies, plans and resource to build cyber resilience across the country.

This collective group of leaders and experts offers advice, support and challenge to the work being done by the Scottish Government and its partners to deliver on key outcomes under the strategy. For a full list of current members see Annex E.

Annex A. List of Scottish Public Sector Cyber Catalysts

The following organisations have agreed to participate in the Public Sector Cyber Catalyst scheme:

- Aberdeenshire Council
- City of Edinburgh Council
- Disclosure Scotland
- Dumfries and Galloway Council
- Fife College
- Forth Valley College
- Independent Living Fund Scotland
- NHS Lanarkshire
- NHS Lothian
- Police Scotland
- Revenue Scotland
- Scottish Ambulance Service
- Scottish Canals
- Scottish Enterprise/ Skills Development Scotland/Highlands and Islands Enterprise
- Scottish Environment Protection Agency
- Scottish Fire and Rescue Service
- Scottish Government
- Scottish Public Pensions Agency
- Scottish Water
- Student Awards Agency Scotland
- Transport Scotland
- University of Aberdeen
- University of Edinburgh
- University of St Andrews
- VisitScotland
- West Lothian Council

Membership of the Cyber Catalyst programme may be expanded or amended in the future as work progresses.

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Annex B. List of NCRLB members

Chair:

Hugh Aitken, Director, CBI Scotland

Coordinator/Secretariat:

Clare El Azebby, Head of Cyber Resilience Policy, Scottish Government

Members:

Ian Blewett	Head of Digital Economy, Scottish Enterprise
David Ferbrache	Technical Director, Cyber Security, KPMG
Mandy Haeburn– Little	CEO, Scottish Business Resilience Centre
Linda Hamilton	Deputy Director, Defence, Security and Cyber, Scottish Government
Robert Hayes	Formerly Senior Director, Strategy & Partnerships, Microsoft Enterprise Cybersecurity Group
Steve Johnson	Assistant Chief Constable, Police Scotland
Louise Macdonald	Chief Executive, YoungScot
Dave McClure	Head of GBFM Security Contract Delivery, BT
David McNeil	Director for Digital, Scottish Council for Voluntary Organisations
Anne Moises	Chief Information Officer, Scottish Government
Gordon McGuinness	Director - Industries & Enterprise, Skills Development Scotland
Keith Nicholson	Chair, Revenue Scotland
Gillian Russell	Director, Safer Communities, Scottish Government
Damien Yeates	Chief Executive, Skills Development Scotland

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Contact Details

For more information, or to contribute to the toolkit in the future, please get in touch using the details provided below.

Please follow these links to our Twitter and Blog feeds:

twitter.com/cyberresscot (@CyberResScot)

<https://blogs.gov.scot/cyber-resilience/>

For any other queries, email: cyberresilience@gov.scot



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