



<b>Meeting</b>	<b>Authority Meeting</b>
<b>Date</b>	<b>26 September 2024</b>
<b>Location</b>	<b>COSLA, Edinburgh</b>
<b>Title of Paper</b>	<b>Police Scotland Three-Year Business Plan</b>
<b>Presented By</b>	<b>Chief Constable Jo Farrell</b>
<b>Recommendation to Members</b>	<b>For discussion</b>
<b>Appendix Attached</b>	<b>Yes: Appendix A – Police Scotland Three-Year Business Plan</b>

**PURPOSE**

The purpose of the paper is to present Police Scotland’s 2030 Vision and Three-Year Business Plan.

The paper is submitted for discussion and endorsement.

## 1. BACKGROUND

1.1 We have developed a long-term vision for Police Scotland. We have also developed a Three-Year Business Plan which sets out the commitments we are making to improve our organisation and the service we deliver to the public.

## 2. FURTHER DETAIL ON THE TOPIC OF THE REPORT

2.1 Realising our long-term vision will represent significant change and we will work with partners whenever we can to deliver the best results.

2.2 The 2030 vision for Police Scotland is of an organisation that is focussed on achieving:

- safer communities across Scotland;
- less crime;
- better support for victims; and
- building a thriving workforce.

2.3 Our focus is on strengthening the impact of our frontline as we work towards that vision. We acknowledge the high level of demand placed on our police officers and staff every day and are committed to supporting our workforce to manage that demand better.

2.4 Our longer-term vision means that:

- we will work with partners to better define the police role when dealing with vulnerable people;
- we will work with partners to drive improvement across the Criminal Justice system to free officers up from unreasonable and unnecessary demands;
- we will ensure that police officers and staff are supported and equipped with the right training, the right equipment and the right data at their fingertips to deliver the best possible service; and
- we will maintain progress towards becoming a truly inclusive, anti-racist and anti-discriminatory service.

2.5 Our plan to 2027 sets out clearly where we will focus and invest as we move forward on the journey to a more sustainable and affordable model of policing – this is the next wave of policing reform and a major opportunity to improve the organisation and the service that Police Scotland delivers.

### **Next Steps**

- 2.6 DCC Jane Connors is leading Operation Evolve and has co-ordinated the work we have undertaken to get to this point. She will continue to drive us towards delivery of our long-term plan. Engagement with partners will be further strengthened as we progress.
- 2.7 Our ambition is to strengthen and embrace a culture that empowers our people to exercise their professional judgement to get things done and to deliver a high-quality service to communities across Scotland. We will support our people to achieve that and we are confident that this commitment to service is shared by our partners. We do not need to wait until 2030 to see significant improvement if we continue to work, plan and prioritise successfully together.
- 2.8 Police Scotland's focus every day will be the delivery of our vision of a thriving workforce – police officers, staff and volunteers who work to deliver safer communities, who reduce crime and who support victims effectively.

### **3. FINANCIAL IMPLICATIONS**

- 3.1 There are financial implications associated with our Three-Year Plan. Successful implementation will be dependent on sufficient investment from Scottish Government.

### **4. PERSONNEL IMPLICATIONS**

- 4.1 There are personnel implications associated with our Three-Year Plan. We are committed to supporting the wellbeing of our staff and officers as we progress to implementation.

### **5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications with our Three-Year Plan.

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are reputational implications associated with our Three-Year Plan.
- 6.2 Successful delivery of the commitments outlined in the Three-Year Business Plan and progress on overall service improvement will have reputational implications for Police Scotland.

### **7. SOCIAL IMPLICATIONS**

7.1 There are no social implications associated with our Three-Year Plan.

## **8. COMMUNITY IMPACT**

8.1 There are community implications associated with our Three-Year Plan.

8.2 Commitments and activities described in the Plan are intended to improve outcomes for individuals and communities across Scotland.

## **9. EQUALITIES IMPLICATIONS**

9.1 Equalities implications will be considered through implementation of individual commitments.

## **10. ENVIRONMENT IMPLICATIONS**

10.1 Environmental implications will be considered through implementation of individual commitments.

### **RECOMMENDATIONS**

Members are invited to endorse Police Scotland's 2030 Vision and Three-Year Business Plan.



**POLICE**  
**SCOTLAND**  
Keeping people safe  
**POILEAS ALBA**

# Three-year Business Plan

2024-2027



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# Chief Constable's foreword



I am pleased to present our 2030 Vision for Police Scotland, details of the next phase of policing reform and our planned commitments for phase one delivery to 2027. In my first Annual Policing Plan (2024/25), I committed that we would develop this integrated long-term plan.

The Scottish Government's 2024/25 funding allocation signalled commitment to the development and implementation of a model of policing which delivers improved services while being sustainable and affordable.

When I took command at Police Scotland, I made clear that I want the people of Scotland to trust us to keep them safe. I want people who contact us to have confidence in our service delivery and I want us to continually improve and perform at a high level.

I set out my position that our operational priorities should be determined by threat, harm and risk. I want us to emphasise prevention, problem solving and proactivity and I expect us to invest to support officer and staff wellbeing.

To achieve that, it was clear that we needed to simplify our strategic direction and improve how we prioritise. Police Scotland is a large organisation which operates in a complex environment with responsibilities that go beyond preventing and responding to crime and disorder.

Every day we deal with very vulnerable people in the most difficult of situations. We ask a lot of our officers and staff and adopting a clear strategic direction and prioritising against it is critical to supporting them and the service they deliver to communities.

While we remain committed to the strategic outcomes jointly agreed with the Scottish Police Authority in the Strategic Police Plan (2023), I want our 2030 Vision and the commitments underpinning it to reduce complexity across our planning landscape and help our people, our partners and our communities to understand where we will prioritise investment and service.

The demands we face continue to grow and change. The public sector funding context remains challenging. We need to become more productive, more efficient, more responsive and more engaged. We must harness the potential of digital technology and innovation and we must maintain progress towards becoming a truly inclusive, anti-racist and anti-discriminatory service. All of this is fundamental to our 2030 Vision.

We will continue to require the Scottish Government's support to re-shape our organisation and our services to allow us to operate sustainably in the future.

# The next phase of police reform is now underway – and we will work every day to deliver our vision of a thriving workforce – police officers, staff and volunteers who work to deliver safer communities, who reduce crime and who support victims effectively.

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My very clear priority is our frontline. I want to significantly strengthen our operational capacity and raise professional standards further. This means continuing to recruit and train police officers, working with our elected representatives to give us modernised vetting, conduct and performance regulations that are fit for purpose and lifting frontline deployable officer numbers significantly above their current level. It also means managing and reducing unnecessary demands on our people that have either grown up through our own custom and practice or decisions taken by partners across the criminal justice sphere or wider public sector.

Much of the work outlined in year one of this plan is already progressing at pace. This includes Police Scotland's central role in the implementation of the Digital Evidence Sharing Capability (DESC), the successful contract award for a national roll out of body worn video and the establishment of a Mental Health Taskforce. All of these steps will help to deliver system-wide efficiencies and improvements in the criminal justice system and in the care provided to people in mental health crisis.

With our clear and simplified long term strategic direction, our focus is now on delivering successfully. I am committed to ensuring that those who lead have the skill, energy and commitment to deliver. Given the scale of our longer-term commitments to change and improvement set out in this three-year plan, we will look again at how we ensure effective resource allocation, agile governance and sound performance management as we strive to achieve best value across everything we do. We will look to work with partners whenever we can to deliver the best results.

The next phase of police reform is now underway – and we will work every day to deliver our vision of a thriving workforce – police officers, staff and volunteers who work to deliver safer communities, who reduce crime and who support victims effectively.



**Jo Farrell**  
Chief Constable





# The police reform journey

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The creation of Police Scotland in 2013 represented major public sector reform and was an innovative and ambitious response to austerity to protect and improve services. £2 billion was saved for the public purse over the first decade.

In recent years, we have been responding to rising and increasingly complex community and individual needs.

Our Chief Constable has been clear that further opportunities for reform of policing exist and that Police Scotland must be fit for the challenges of today and tomorrow. Our criminal justice system needs reform if we are to ensure that victims receive the care and outcomes they deserve - Police Scotland will continue to collaborate positively with our partners to achieve this together. We will also play our part in supporting and driving further reform and improvement across the public sector to improve outcomes for individuals and communities.

In our 2030 Vision we have outlined our ambitions for the future of policing in Scotland, putting the delivery of safer communities, less crime, being victim focused and building a thriving police workforce at the heart of everything we do.

This plan documents the work we will do over the first three years of activity as we progress towards achieving our vision.

At time of publication, we are midway through Year 1 of Phase 1. This plan therefore reflects the relevant commitments outlined in our 2024/25 Annual Police Plan.

By April 2027, we will have carried out significant organisational transformation at pace that will move us to a more sustainable and affordable policing model. This will ensure we can continue to tackle high threat, harm and risk in all of Scotland's communities.

We will continue to work with our partners to take a joined-up approach. However, we are clear that there are some areas where we expect the way we work with partners to change. We will look to work with the NHS, local government and third sector partners to adopt a more focused approach to how we respond to mental-health related incidents and non-crime related vulnerability.

The culture of policing and the behaviours and standards of those who work within it are rightly under scrutiny right across the UK, including Police Scotland. We welcome this challenge and through our Policing Together programme we are working relentlessly to build a truly inclusive police service that inspires confidence in our communities. When we talk about keeping people safe, we want everyone in Scotland to know that we mean them.





This plan is focused on delivering service transformation at pace, prioritising the frontline, reducing duplication in our back-office functions and creating capacity to deal with new and increasing threats.

We recognise there may be risks to the delivery of activities set out within this plan. As with any publicly funded body, delivery will be dependent on funding. Our risk and prioritisation procedures will support management and delivery of our commitments.

We will seek to modernise the Police Scotland workforce through the right investment in non-warranted support. We will focus on strengthening our frontline capacity while ensuring that we give those officers and staff the best possible support to do their jobs.

We will undertake effective workforce planning to identify and introduce the skills and experience we need for the future. We will carefully examine which roles can and should be done by police staff, creating opportunities for new positions that allow us to deliver services in a more efficient manner, enabling a wider range of people to access a career in policing and allowing more of our officers to return to frontline and operational policing roles.

We will review and redesign how we deliver community policing. This will include a focus on reshaping response policing and how we respond to calls from the public; what our community policing model looks like; modernising our approach to volunteering; how we work with partners on problem solving and prevention; looking at how we organise our Divisional Criminal Investigation teams, our specialist investigative functions and our public protection teams.

# Our Chief Constable has been clear that further opportunities for reform of policing exist, and that Police Scotland must evolve with an operating model that is fit for the challenges of today and those coming down the line.

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The significant shift in demand towards cyber and online crime due to the acceleration in technological changes has and will continue to create vulnerabilities that policing will need to react to quickly and by 2030 we can expect further increases in cyber-related demand and complexity. Almost all crime already has a digital footprint – and this footprint will grow, increasing the need for every policing function to harness technology and data. Cyber and online skills and resilience will be embedded into the organisation, providing our workforce with training to enhance the investigation of online crimes in all its forms.

It is important that the service maintains a focus on the human elements of policing. While digital forms of engagement are likely to become more advanced local relationships, visibility and connection to local priorities should remain central to policing. A more diverse population requires increasingly effective engagement if Police Scotland is to maintain public trust and confidence.

We know that change can be unsettling, and we know that our workforce has experienced significant change already. We will engage, communicate and listen to the public and to our workforce as the journey to towards 2030 progresses.



# 2030 Vision

Our vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. The purpose of the 2030 Vision is not only to motivate our workforce to deliver, but also to support strategic decision making around service investment priorities and our portfolio of change.

## Our vision:

Our 2030 Vision is safer communities, less crime, supported victims and a thriving workforce.

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### To achieve this, we will:

- Support reductions in overall crime in Scotland.
- Respond effectively to threats to public safety.
- Deliver the best possible service for the public and communities of Scotland through effective community policing.
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach.
- Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
- Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct.
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

### We will do this by:

- Being clear on our responsibilities in safety and justice and how we contribute to system reform and improvement.
- Investing in focused prevention: engaging with our communities on their priorities and ensuring that our approach to community policing draws on the best evidence-based practice that reduces crime.
- Reshaping our training and development to ensure everyone is ready and equipped to deliver on our vision and objectives including better investigative outcomes.
- Striving to become one of the most digitally enabled police services with the aim of improving effectiveness and efficiency.
- Becoming a more data-driven organisation, using data insights and evidence ethically in our decision-making to prevent harm and keep our communities safe.
- Being more efficient in what we do, removing barriers in daily work that undermine productivity, so we can invest more in frontline policing and deliver best value.
- Engaging, listening and responding to public, community, colleague and stakeholder insights to better inform our services.

**Our values:** Integrity | Fairness | Respect | Commitment to upholding human rights



# The next phase of police reform

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The next phase of Scottish policing reform will see us re-shape Police Scotland to meet the challenges of the next ten years and to realise our 2030 Vision. The nature of criminality and the threat it poses to communities continues to evolve. It is critical that our service is able to proactively manage and reduce threat, risk and harm across Scotland.

Our planning anticipates continuing public sector budget challenges, technological advancements, increasing demand, changing threats and shifting demographics.

We are committed to working collaboratively with partners, drawing on relevant experience to drive reform across the criminal justice system and the wider public sector.

The investment in each of our areas of focus will depend on funding allocated by the Scottish Government and the pace at which we can generate efficiencies and savings for re-investment.

The next phase of policing reform will see us introduce significant change across the areas set out below.





# We are committed to working collaboratively with partners, drawing on relevant experience to drive reform across the criminal justice system and the wider public sector.

## Building frontline capacity

Our priority is strengthening our frontline. We will seek to streamline back-office functions to create efficiencies and we will invest to increase our investigative capabilities and fight crime effectively.

- We will undertake whole system reform through a full review and redesign of our local policing approaches to incident response, community policing, local investigation, public protection and divisional support, including how we work with partners on problem solving and prevention. We will drive improvement to our training provision to advance investigative standards right across the organisation.
- We will implement nationally consistent, clearly defined investigative roles and responsibilities alongside improved access to national specialist and regional investigative capabilities to support complex and cross-boundary investigations. This will increase flexibility and deliver a better service to everyone across the country. Working with partners, we will deliver better outcomes for people in mental health crisis, while achieving whole-system efficiencies, including reducing the time officers spend in NHS emergency departments.
- We will reduce the amount of time officers spend in court when they are not required to give evidence.
- We will remove officers who are performing security duties at court.
- We will adopt a national approach around the proportionate response to crime.
- We will focus on improving the culture of policing, ensuring we become an inclusive, anti-racist and anti-discriminatory organisation.





## Community policing

A new community policing focus will aim to increase the capacity and capability of our local policing teams. We will emphasise prevention and local problem-solving approaches with a clear ambition to increase confidence levels within our communities and with partners.

- We will ensure that identifiable and accessible community officers are available across all our community areas and provide improved visibility, communication and engagement for the public and our partners.
- We will make better use of data and insights which will aid innovative and structured problem-solving approaches with partners and focused prevention activities to address the root causes of community issues.
- We will improve our community policing model and strive to give the public the right service as quickly and conveniently as possible. We will work to reduce the number of people that you need to speak to when resolving your issue.
- We will work to ensure that our community policing model seeks to resolve more issues locally. We will allocate non-urgent calls to local officers who will work to deliver the most efficient and proportionate resolution to your issue.
- We will work hard every day to work as closely with the community as possible to strengthen community confidence – we know that this is driven by our visibility and how we communicate and follow-up.



# We will improve our community policing model and strive to give the public the right service as quickly and conveniently as possible.

## Supported victims

We will support victims through improved trauma informed policing and a victim-centred approach and enable our people to deliver this effectively.

- Focus on a right first-time approach enabled by technology and skills which ensures victims and witnesses get the support they need from the outset, minimising the number of times they need to recount their experience.
- We will provide a tailored and professional level of care and support, based on individual needs from the earliest point of engagement.
- Building on the success of the Violence against Women and Girls Strategic engagement group we will continue to ensure that the voices of survivors are not just heard but are reflected in our actions.
- We will seek to improve our response to victims of Anti-Social Behaviour, many of whom are vulnerable, through prevention and problem solving focussed community policing.





## Workforce modernisation

Our aim is to make maximum impact with a workforce that has the right skills and capacity to keep people safe.

Our workforce will continue to be a mix of warranted police officers, staff and volunteers working together effectively. We will ensure that we plan effectively to introduce and develop the skills we need in Police Scotland.

The Chief Constable will be accountable for ensuring the correct balance of skills, experience and police powers across our workforce. The next phase of policing reform will see us take bold steps to modernise our workforce.

- We will review and revise our workforce mix to deliver the best service to the public.
- We will maximise the number of frontline officers and the time those officers spend in their communities, where they can have the greatest impact on preventing crime and reducing harm.
- We will work to increase the number of volunteers, including special constables and Police Scotland Youth Volunteers (PSYV).
- We will drive cultural improvement through a continued focus on the behavioural changes that are necessary at all levels of policing, ensuring the application of internal conduct or performance regulations are supported by improvements and good practice.





## Public Contact

We will improve public contact, allowing self-service access to information to keep victims better updated on the progress of investigations.

- We will ensure the public can contact us in a way that best meets their needs, responding effectively when they contact us for help.
- We will provide responsive person-centred contact services, enabled by modern digital technologies.
- We will prioritise the needs and experiences of service users, ensuring every interaction is handled with care, respect and personalisation.
- We will leverage data analytics and incorporate service user feedback to design and deliver our services.
- We will invest in our people, ensuring we have the right workforce mix and an operating environment which meets the needs of a modern and high performing public contact service.
- We will invest in leadership, training and development, empowering our employees to provide knowledgeable and personalised assistance, creating a positive and supportive work environment.



## Estates

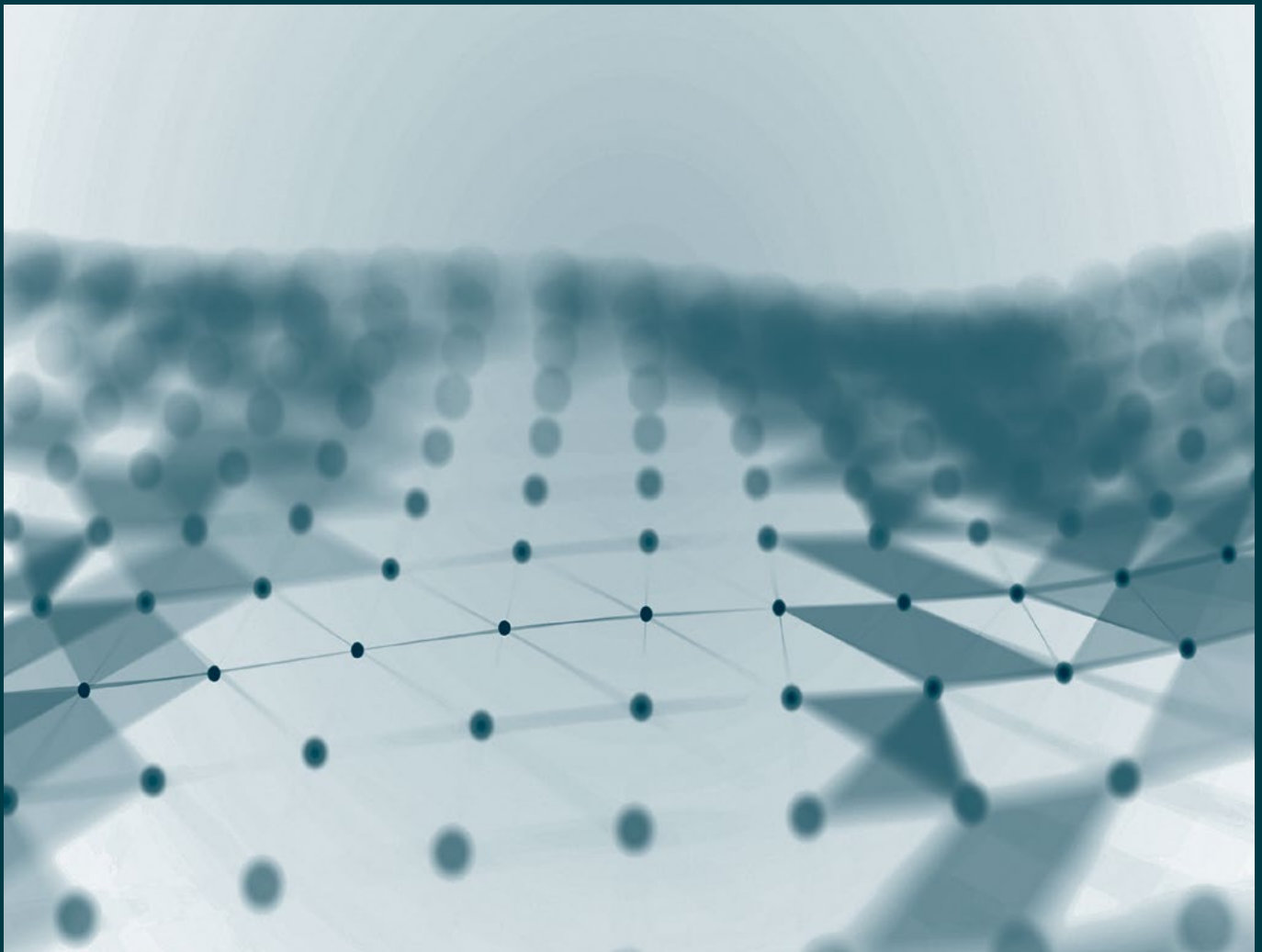
Our aim is to deliver a more effective and sustainable estate that enables modern policing, supports the health, safety and wellbeing of our people and the communities we serve and reduces long term operating costs.

A prioritised ten-year programme of building improvements, refurbishments and disposals will be developed. The pace of implementation will be determined by the availability of funding.

For the buildings that we are seeking to dispose of based on poor condition, limited public or police use, we will set out the new preferred solutions – new-build, co-locations, consolidation – based on the needs of our communities and the move to our new policing model.

- We will develop a modern, well-designed and maintained estate that supports the improved wellbeing and welfare of our people.
- We will develop a custody estate that meets modern standards and is fit for the future.
- We will strengthen public trust and confidence by enhancing our visible presence in communities and offering appropriate public access to communities.





## Science, innovation and technology

We will invest to develop our capabilities surrounding data science, Artificial Intelligence (AI) and analytics.

Through better use of data analytics, backed up by commitment to a rights-based approach, we will equip our workforce to better identify patterns in order to more effectively anticipate where crimes are likely to occur, enabling targeted patrols and interventions and a broader understanding of emerging crime challenges.

- We will become an even more data-driven organisation, using data insights and evidence ethically in our decision-making to prevent harm and keep communities safe.
- We will use technology to create efficient processes.
- We will establish a cyber and fraud specialist division to enhance our response in Scotland, working with UK law enforcement and partner agencies.
- We will develop our capability through cyber and online training for the workforce, ensuring support and guidance for officers and staff.

# Achieving our vision – what will be different?

Our transformation journey to 2030 will be planned, organised and delivered over two three-year planning periods:

- Phase one: April 2024 – March 2027 (first three-year plan).
- Phase two: April 2027 – March 2030 (second three-year plan).

This section outlines what difference our communities and our workforce will see when we have delivered this phase one business plan.



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## Safer communities

By delivering our new **community policing model**, the public, our partners and our colleagues will see an enhanced focus on prevention, localised problem-solving and more co-location with partners to maximise community access.

A consistent approach to community policing will ensure **identifiable local officers** are available across the whole of Scotland, improving visibility, communication and engagement for the public and our partners.

We will increase frontline capacity through transformed back-office services and **modernising our workforce**, for example by creating specially trained firearms licensing roles, along with further roles for police staff within area control rooms and public contact centres where warranted powers are not required. By maximising the value and contribution of volunteers while also creating efficiencies within our back-office services, we will build capacity and enhance the capability of our frontline.

Bringing an enhanced focus to the priorities of policing, we will examine our own practices and work with key partners to ensure that non-crime demand is met by the most appropriate organisation, **creating vital capacity** for officers to best serve their communities.

Through our **Policing Together** programme, we will endeavour to provide a workforce which is representative of the communities

of Scotland and uses modern, multi-channel means of community engagement, listening to and working with local communities to understand and address local problems and issues.

We will carry out meaningful engagement with women and girls to improve trust and confidence in Police Scotland's service provision. Working with partners to promote physical and online spaces where **women and girls are safe**, we will raise awareness and continue to influence gender-based violence through behaviour change campaigns while also exploring opportunities to implement early intervention initiatives across the health and education sectors.

We will invest in technology and replace our existing office telephony and contact platforms, call recording solutions and analytics to **reform our public contact services** and ensure that we are accessible to the public in the modern way that they would expect.

We will explore the potential for further **rollout of Taser** across the operational frontline. We will provide **Body Worn Video (BWV)** capability to the front line, improving transparency and supporting investigations, including incidents of violence towards the police or complaints about police conduct. This will reduce pressure on the wider criminal justice system and increase early guilty pleas.

# Year one milestones

Number	Milestone description
1.01	Progress work to strengthen our community policing model to meet current and future needs.
1.02	Begin to re-organise local policing approaches to incident response, community policing, local investigation, public protection and divisional support.
1.03	Start critical updates of our call handling systems to improve stability and unlock new functionality.
1.04	Design and develop approaches to engage and involve the public and communities in policing services and challenges.
1.05	Improve partnership working with the NHS and local authorities and ensure data protection is prioritised while continuing to protect the public.
1.06	Continue to work in collaboration with partners to progress objectives as set out in the COSLA / Police Scotland / SPA Partnership Delivery Plan 2023-25
1.07	Increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.
1.08	Conduct a rank ratio review to support increased frontline supervision capacity.
1.09	Implement an effective resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.
1.10	Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.
1.11	Adjust our approach, in liaison with partners, to responding to mental health related incidents and non-crime related vulnerability.

# Year one milestones

## (Continued)

Number	Milestone description
1.12	Increase capacity of police officers who are supporting the administration/operation of judicial processes.
1.13	Reduce the volume of witness citations that police officers are required to serve.
1.14	Enhance the response to missing people enquiries through multi-agency partnerships.
1.15	Understand, measure and evidence demand to influence decision making at strategic, tactical and operational levels through the development of demand data dashboards, which are available to all staff.
1.16	Continue to implement our Policing Together Strategy and drive cultural improvement.
1.17	Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation.
1.18	Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.
1.19	Develop our Culture Dashboard, capturing key metrics that inform progress and evidence of culture change and improvement.
1.20	Increase support and coordination around disability, LGBTQI, race and religion portfolios with community partners.
1.21	Co-ordinate the delivery of trauma informed practice in collaboration with partners to provide person-centred support to victims and witnesses.
1.22	Continue to support our neurodivergent colleagues and communities.
1.23	Explore the potential for further rollout of Taser across the operational frontline.
1.24	Commence rollout of BWV to frontline officers and staff, enhancing our ability to capture evidence and allowing us to increase transparency, better support victims and keep our officers and staff safe.



# Year two milestones

Number	Milestone description
1.25	Complete the upgrade of our command and control call handling system, harnessing the latest technology to improve our response to calls for service.
1.26	Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.
1.27	Continue to deliver and respond to evidence-based data of emerging drug trends and drug-related deaths.
1.28	Work with partners to develop a prevention focused non-fatal overdose pathway to ensure that services are tailored to meet the needs of the person.
1.29	Progress the Rural Crime Preventions National Strategy.
1.30	Progress the Acquisitive Crime Preventions National Strategy, encompassing retail crime.
1.31	Invest in supporting Community Planning Partnerships as a means of delivering real benefits for communities over the longer term.
1.32	Monitor and evaluate workforce modernisation in relation to staff investigators.
1.33	Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement.
1.34	Complete the modernisation of the firearms and explosive licensing workforce mix.
1.35	Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.
1.36	Embed the work of the mental health taskforce to support decision-making around mental health calls to police.



# Year two milestones

## (Continued)

Number	Milestone description
1.37	Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.
1.38	Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.
1.39	Conduct an evaluation of processes developed and implemented during public inquiries and fatal accident inquiries to ensure they are fit for use and contribute to the ongoing, wide-ranging development of training and policies across Police Scotland.



# Year three milestones

Number	Milestone description
1.40	Deliver a new model for policing courts which removes all officers other than those performing core policing duties.
1.41	Identify and implement a sustainable model of policing roads across Scotland.
1.42	Use a public health approach, working with violence reduction partners, to support the co-ordination and implementation of the National Violence Prevention Strategy.
1.43	Collaborate with partners including Scottish and UK Governments, creating formalised frameworks to capture and embed system-wide learning from major incidents and national emergencies.
1.44	Implement technical solutions to ensure efficiency of the mass mobilisation of officers and staff.
1.45	Introduce a new duty management system to provide significantly greater flexibility of resource planning to respond to emerging crime trends and demands and to support staff wellbeing.
1.46	Establish and embed a mobile solution for emergency and resilience partners to support them to effectively respond to major incidents/ national emergencies.
1.47	Complete BWV phase two rollout.



# We will create a high-risk offender management team to ensure the robust long term management of high harm offenders, drawing on multi -agency best practice to ensure strong and consistent risk management.

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## Less crime

Our incident **response** services will be more clearly defined. We will deliver an efficient and affordable policing model which provides national consistency with nationally agreed local variation. We will modernise our approach to resource deployment to ensure the right resources are available at the right times to respond to **crime, public threats, risks and harms**.

We will work to ensure that we effectively manage the changing nature of threat, risk and harm in communities. We will create a high-risk offender management team to ensure the robust long term management of high harm offenders, drawing on multi -agency best practice to ensure strong and consistent risk management.

By developing a referral protocol following the issue of a direct measure and launching a new standard prosecution report with a greater focus on diversion, we will ensure justice is served at the closest point to the commission of the offence and maximise the amount of people who can be **diverted from prosecution** and reduce reoffending.

We will adopt a national approach towards **proportionate response to crime**, maximising prevention and detection opportunities and delivering swifter justice.

Nationally consistent, clearly defined investigative roles and responsibilities alongside improved access to national specialist and regional investigative capabilities will support complex and cross boundary investigations, increasing flexibility and delivering a better service to everyone across the country. We will increase our investigative capability at all levels of the organisation through review and application of professional training and development.

Through better use of data analytics, backed up by our commitment to a rights-based approach, we will equip our workforce to identify patterns and anticipate where crimes are likely to occur, allowing for targeted patrols and interventions and broader understanding of emerging crime challenges. We will use data analytics to identify and reduce repeat victimisation and repeat offending.

We will improve integration of **science technology, data and digital innovation** in policing. The creation of a cyber and fraud specialist division will coordinate and provide an enhanced response in conjunction with UK law enforcement agencies and other partners. We will increase our investigative capability, with improved use of cutting-edge technology, building our future response through cyber and online training for the workforce and availability of support and guidance.

# Year one milestones

Number	Milestone description
2.01	Embed our proportionate response to crime across Scotland.
2.02	Re-launch direct measures to ensure lower-level offending can be dealt with at an early stage, ensuring effective proportionality in respect of reported cases directed to the Crown Office and Procurator Fiscal Service (COPFS).
2.03	Offer alternative options for voluntary attendance at police stations for interviews, creating capacity in custody.
2.04	Implement our Data Foundation Platform.
2.05	Develop and invest in our data science, AI and analytics capabilities to enable officers and staff to search, interpret and generate value and insights from various data sources.
2.06	Deliver Digital Division programme, including Office 365 and criminal history system technology refresh to address impacts of legacy technology and enable innovation in process, service delivery and ways of working for officers and staff.
2.07	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including, Police Cyber Alarm.

# Year two milestones

Number	Milestone description
2.08	Conduct a review of processes, policy and resourcing rules to ensure a modern, fit for purpose resourcing function that better balances operational need with welfare of officers and staff.
2.09	Launch a new reporting framework to improve the quality and standard of cases to COPFS.
2.10	Develop a referral protocol following the issue of a direct measure.
2.11	Further strengthen investigative standards across the organisation to embed an investigative mindset culture from the first point of contact to the last.
2.12	Work with the Scottish Government and national partners to embed a harm prevention approach to all aspects of public policy.
2.13	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.
2.14	Continue to invest in AI capability, standards and new policing AI powered products.
2.15	Pilot rollout of new Single Search capabilities to Local Policing and Specialist Crime Division (SCD) to accelerate access to accurate and valuable data and intelligence.
2.16	Continue to rollout Digital Evidence Sharing Capability (DESC) and BWV, maximising opportunities to capture and share best evidence at the earliest opportunity, ensuring speedier justice for victims and reducing bureaucracy and delays in the justice system.
2.17	Continue delivery of our Core Operational Solutions (COS) programme to provide better, joined up systems for our frontline officers and staff which reduces rekeying of information, speeds up processes and provides higher quality national data sets.
2.18	Develop means of using data to identify and proactively target high harm offenders.
2.19	Use a phased approach to increase the use of roadside drug testing to establish and tackle the scale and nature of drug driving.



# Year three milestones

Number	Milestone description
2.20	Further professionalise and equip community policing teams to effectively prevent local crime working with statutory, community and third sector partners.
2.21	Digitise productions and introduce a new operating model that covers the storage of productions.
2.22	Enhance capabilities of digital forensic laboratories to create efficiencies and keep up with technological developments.
2.23	Establishment of a new, permanent multi-disciplinary digital and data innovation product team to support officers and staff in finding efficiency and power real innovation.
2.24	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including enhancing capabilities of digital forensic laboratories to gain formal accreditation, create efficiencies and keep pace with technological developments.
2.25	Continue investment and development of policing AI products.
2.26	Continue the rollout of single search capabilities to operational policing.
2.27	Modernise public contact platforms to provide a more responsive and user-focused service enabled by digital technology with enhanced self-service options to create capacity for frontline officers.
2.28	Continually review our processes to ensure they are efficient and effective to provide swift resolutions, reduce call abandonment rates and contact wait times.

# We will continue to develop our understanding of violence against women and girls, diversity and intersectionality, mainstreaming cultural considerations into our approach.

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## Supported victims

We will better support victims in Scotland, offering improved **trauma informed** victim care.

Through enhanced training and support to officers, we will offer an improved, person centred, trauma informed approach to supporting victims of violent crime. To complement this, we will continue to develop our understanding of **violence against women and girls**, diversity and intersectionality, mainstreaming cultural considerations into our approach.

We will make clear to victims of crime how and when an investigator will contact them. This will ensure all victims receive a consistent and supportive response and we will refresh the commitments in our Victim Charter to support this.

Through development, training and support to specialist staff, uniformed and detective officers we will increase their skills, reducing the number of different police employees that victims and witnesses interact with and number of occasions **victims recount their experience**. We will provide victims with a tailored and professional level of care and support, based on individual needs from the earliest point of engagement.

We will complete our review of third-party reporting, providing a more consistent and supportive environment for victims to report

**hate crime**. We will supplement this by implementing improvements in our use of community advisors.

Working with our criminal justice partners, we will commence national rollout of **Summary Case Management (SCM)** pilot, promoting earlier guilty pleas, reducing the necessity for trial and seeing a reduced requirement for victims and witnesses attending court.

We will seek to improve the justice experience of domestic abuse victims by supporting the piloting of dedicated and trauma informed **domestic abuse courts**.

Our National Violence Prevention Strategy will use a **public health approach** alongside violence reduction partners, to support the co-ordination, implementation and sharing of good practice in prevention activity, reducing the number of victims of violent crime.

We will **improve our public contact**, to better keep victims and witnesses updated on the progress of our investigations, allowing them to access information in a self-service capacity. We will provide better victim care, so that victims are signposted or referred to the most relevant support, improving user experience.

To supplement this, we will have an established mechanism to learn and receive feedback to help understand and improve victim care.

# Year one milestones

Number	Milestone description
3.01	Further enhance our work to better protect all children and vulnerable people from harm and sexual exploitation.
3.02	Continue to implement our Violence Against Women and Girls Strategy and the policing elements of the Scottish Government's Equally Safe Delivery Plan.
3.03	Uphold the rights of children and young people as set out in the United Nations Convention on the Rights of the Child (UNCRC) by embedding it within all policies and procedures.
3.04	Continue the rollout of DESC.
3.05	Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims.
3.06	Research and continue to embed a preventative and public health approach to reducing violence across Scotland.
3.07	Develop a Corporate Parenting Plan for 2024-27.
3.08	Deliver Contact Engagement and Resolution Project (CERP).
3.09	Launch new unified communication platforms to enhance resilience and further strengthen collaboration opportunities.
3.10	Build on our Contact Assessment Model (CAM) to enhance the quality of all contact and engagement with the public.
3.11	Deliver training to improve quality of contact handling by Contact, Command and Control Division.
3.12	Implement mental health pathways to ensure individuals are referred to mental health partners and receive appropriate support.



# Year two milestones

Number	Milestone description
3.13	Design urban, rural and remote models for local public protection which are trauma informed and victim-centred.
3.14	Improve our response to victims of Anti-Social Behaviour (ASB), many of whom are vulnerable, through prevention and problem-solving focused community policing approaches.
3.15	Complete our review of third-party reporting in relation to hate crime to provide a more consistent and supportive environment for victims.
3.16	Enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.
3.17	Review our approach to implementation of the Victims' Code for Scotland and refresh our own Victim Charter, being clear on how and when an investigator will make contact to ensure a consistent service to victims of crime.
3.18	Improve our victim referral rate to Victim Support Scotland.
3.19	Support the national implementation of SCM across Scotland.
3.20	Support the piloting of a fully virtual trauma informed domestic abuse model in courts.
3.21	Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.
3.22	Improve the quality and timeliness of cases reported to COPFS.
3.23	Roll out of a national enquiry system creating a new national data set with advanced features, improved resilience and allowing decommissioning of legacy solutions.

# Year three milestones

Number	Milestone description
3.24	Develop partnership working in line with the Scottish Government's prostitution plan – 'Challenging and Deterring Men's Demand'.
3.25	Develop lifetime management plan for DESC to support the platform and continue to enhance the product in line with wider criminal justice ambition and demand.
3.26	Introduce an automated electronic communications process to deliver aftercare and support to victims, survivors and witnesses.
3.27	Provide communities with more direct, accessible ways to access our services.
3.28	Offer consistent and reliable access to help at the first point of contact and signpost service users to partners whenever appropriate.



# To drive cultural improvement, there will be a continued focus on the behavioural changes that are necessary at all levels of policing, working with justice partners to improve our conduct and performance regulations.

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## Thriving workforce

Bold choices will be made to **modernise our workforce and become an anti-racist, anti-discriminatory organisation**. By ensuring that more officers are in operational policing roles, we will deploy police staff within frontline community policing, criminal investigations, professional standards and public protection roles. Non warranted roles, where appropriate, will be occupied by police staff. This modernised workforce will ensure our officers spend more time in their communities, **doing the job they signed up for where they can have the greatest impact** for the people of Scotland.

Our **back-office functions** will be transformed through adopting a service led and technology enabled approach. This includes a strategic centre of excellence, business partnering, an operational centre of excellence, reviewing our approach to modified and restricted duties, addressing the day shift pattern to enhance capacity and investing in the supporting technology required.

To better meet the needs of the public and support the wellbeing of our officers and staff, we will modernise our estate, moving to regional and divisional deployment hubs in areas of population density. We will maximise opportunities to co-locate with partner agencies. We will ensure our **continued presence** in communities across Scotland and work hard to improve our visibility.

We will take a coordinated approach to **health, safety and wellbeing** which meets the needs of our people.

We will support our people to be effective leaders, with equitable access to career development opportunities, ensuring our recruitment induction, lateral development and promotion processes meet the needs of underrepresented groups.

We will **reshape our training and development offer** to reflect future skills needed, with clarity on essential learning, role-related learning and continuous professional development opportunities, with support for colleagues to acquire new skills and transition to new posts.

We recognise that developing our leaders is vital to the growth and effectiveness of our organisation and we will **continue to invest in our people** to ensure they are supported to lead with the necessary skills and capabilities and to build and lead teams underpinned by our values.

We will retain and attract the best people by investing in digital technology which enhances frontline policing capability and improves employee experience. We will put operational information at the fingertips of our officers and staff. **We will** minimise administrative duties and **equip them with the appropriate tools** to do their job and perform their roles in a safe, effective and efficient way.

# We will minimise administrative duties and equip them with the appropriate tools to do their job and perform their roles in a safe, effective and efficient way.

We will seek to enhance productivity across the service and will learn from the National Police Chiefs' Council (NPCC) Policing Productivity Review (April 2024).

We will deliver the capability for officers and **staff to streamline the entry of data**, improving quality and using automation to **eliminate the need for re-keying**, ensuring data is automatically transferred to all systems that utilise it.

To ensure that only people fit to represent policing remain with or join Police Scotland we will work with elected representatives and stakeholder to **strengthen our recruitment, vetting, performance and disciplinary regulations and procedures**, taking a robust approach to discrimination, abuse of position, domestic abuse and sexual misconduct.

We will build on the improvements already made to bring greater **transparency, fairness and accessibility** to the police complaints and misconduct processes. This will increase consistency and efficiency, as well as providing a swifter resolution for all those involved.

To drive cultural improvement, there will be a continued focus on the behavioural changes that are necessary at all levels of policing, working with justice partners to improve our conduct and performance regulations.





# Year one milestones

Number	Milestone description
4.01	Redesign divisional back-office support to improve the service provided to operational policing by reducing its size, removing duplication and improving efficiency.
4.02	Review and re-design corporate functions to maximise efficiencies while delivering agreed services internally and externally.
4.03	Roll out the Scottish Government's suicide bereavement support service across Police Scotland.
4.04	Work with elected representatives to ensure that our vetting, conduct and performance regulations are fit for purpose.
4.05	Deliver an Estates Masterplan and 10-Year Capital programme.
4.06	Establish an improved colleague engagement forum and carry out a whole workforce survey annually.
4.07	Commence and embed new learning and development approaches, while continuing to maximise opportunities to reshape training, support colleague learning, improving skills and knowledge of our workforce.
4.08	Enhance our use of MyCareer to support positive and proactive development conversations.
4.09	Deliver an improved occupational health provision which responds to and supports colleagues' needs.
4.10	Continue the upgrade and replacement of critical infrastructure, including desktops, laptops, mobile devices and Airwave radios.
4.11	Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct.
4.12	Develop and make available enhanced support for victims and survivors to access when complaints against colleagues are being investigated.
4.13	Enhance our approach to performance management and internal governance to enhance accountability at all levels.

# Year two milestones

Number	Milestone description
4.14	Further enhance enabling services and commence a phased implementation of new technology for back-office functions.
4.15	Re-design day shift, shift patterns to enhance capacity.
4.16	Commence the implementation of the Estate's Capital programme.
4.17	Move towards a national firearms and explosives licensing model with a transition from majority police officer delivery to majority police staff delivery, creating strengthened frontline capacity, specialising the function and enhancing service delivery and public safety.
4.18	Deliver an accessible and responsive system for addressing complaints against the police.
4.19	Develop a total reward framework which is fair, transparent and which recognises achievement.
4.20	Commence procurement of the enabling technology platform for corporate and back office support to reduce reliance on manual processes and deliver innovation and automation.
4.21	Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.
4.22	Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.
4.23	Develop and roll out the next phase of leadership development.
4.24	Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.
4.25	Embed digital integration of the court scheduling application.
4.26	Continue investment in technology to enable automation of processes and reduction of manual activity.
4.27	Develop a proof-of-concept generative AI solution for use by officers and staff in execution of system activity, delivering increased productivity and enhanced ways of working.
4.28	Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.
4.29	Further develop our Performance Framework to include the impact of organisational culture.

# Year three milestones

Number	Milestone description
4.30	Complete further phased implementations of the new technology for back-office services.
4.31	Complete work to ensure officers are only cited to attend court when needed and available.
4.32	Complete the automation of data and records.
4.33	Further progress implementation of the Estates Masterplan to support wider operational transformation. Move towards the 'hub and spoke' model in urban areas with new deployment hubs supporting smaller policing locations while also enabling Custody, Productions and Operational Support to operate in cross divisional hubs. In rural areas, ensure that we endeavour to meet local needs with the establishment of cross divisional facilities and local sites that enable effective community engagement.



# Planning framework

This three-year business plan contains the key commitments that will see Police Scotland take tangible steps towards the sustainable and affordable model of policing and move us towards our 2030 Vision.

Our commitments align with the Strategic Police Priorities and will support delivery of the outcomes set out in the Strategic Police Plan (2023).

2024/25 is year one of this three-year business plan. Delivery of commitments remains dependent on securing adequate funding from Scottish Government. Our future Annual Police Plans will take account of the funding settlement agreed by the Scottish Parliament each year and will set out how we will prioritise and implement key commitments within our available budget.

**Strategic Police Priorities**  
(Section 33 Police and Fire Reform (Scotland) Act 2012)



SCOTTISH POLICE  
**AUTHORITY**  
UGHDARRAS POILIS NA H-ALBA

**Strategic Police Plan Outcomes**  
(Section 34 Police and Fire Reform (Scotland) Act 2012)



**Police Scotland**  
3-year Business Plan



**Police Scotland Annual Police Plan**  
(Section 35 Police and Fire Reform (Scotland) Act 2012)



**Police Scotland Delivery Plans**



# Our funding position

In November 2023, Police Scotland and the Scottish Police Authority proposed to the Scottish Government that with sustained investment the journey of police reform and improvement would continue. The investment secured has underpinned the development of this three-year business plan. This plan offers certainty on our long-term investment priorities and will be the basis on which we look to secure further investment.

Our financial planning assumptions that underpin delivery of this plan will be reviewed on a regular basis to take account of changes in our operating environment and funding position.

Enhanced productivity, greater efficiency and the delivery of the benefits of investment in transformation will all be critical to unlocking reinvestment into new capability and capacity across our organisation. Our affordable and sustainable model of policing will allow us to focus investment where it is needed to improve the service we deliver.



# Reporting our performance and impact

Police Scotland's delivery of this Phase one three-year plan will be reported to the Scottish Police Authority (SPA).

We have put in place strong performance management arrangements and systematically measure performance, progress and impact across all our areas of activity. We are committed to transparent and accountable reporting and will continue to use this to identify, monitor and report on improvement actions across our service.

We are committed to benchmarking our performance against comparable organisations and use this to consider new ways of doing things. We will continue to conduct rigorous and transparent reviews and appraisals of options across all areas of our work and where appropriate develop relevant and prioritised improvement actions.

Our reporting of performance, progress and impact to the SPA will enable effective scrutiny of whether our strategic and operational objectives are being met. Progress against individual commitments within this plan will be reported regularly to SPA.

We will also report proactively on the delivery and re-investment of the benefits of our investment in change and transformation.

Success will mean that we are delivering an effective police service that meets the changing needs of the public and communities we serve. Our officers and staff will have the skills, resources and technology to enable them to deliver high quality services within a positive working environment that supports their wellbeing and development.



