



<b>Meeting</b>	<b>Policing Performance Committee</b>
<b>Date</b>	<b>10 December 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Police Scotland 2030 Vision: Three Year Plan Bi-Annual Report 2024/25</b>
<b>Presented By</b>	<b>Tina MacLucas, Principal Analyst</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes: Appendix A - Three Year Plan Bi-Annual Report Q2 2024/25</b>

**PURPOSE**

The purpose of this paper is to provide the Policing Performance Committee with an update in relation to Police Scotland’s Three-Year Plan Bi-Annual Report 2024/25.

This paper will specifically provide a report in relation to:  
Agenda item 2.2 – Police Scotland 2030 Vision: Three Year Plan Bi-Annual Report 2024/25.

Members are invited to discuss the content of this report.

## **1. BACKGROUND**

- 1.1 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.
- 1.2 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 policing reform exist and Police Scotland must be fit for the challenges of today and tomorrow.
- 1.3 In our 2030 Vision we 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.
- 1.4 This plan documents the work we will do over the first three years of activity as we progress towards achieving our vision. We are currently midway through Year 1 of Phase 1. This plan therefore reflects the relevant commitments outlined in our 2024/25 Annual Police Plan.

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

- 2.1 Our Three-Year Business Plan considers and expands on our Annual Police Plan 2024/25 commitments and details what we will do over the next three years to make progress against our strategic outcomes and priorities for policing. Our outcomes focused performance framework is being refreshed to align under Vision 2030 to describe how we will monitor and measure progress on our priorities for policing and strategic outcomes.
- 2.2 In the Bi-Annual Progress Report 2024/25, we are required to report on our progress on activities detailed in our 2024/25 Annual Policing Plan. This reporting has been shaped around the new Three-Year Business Plan with clear indicators showing how the original commitments are reflected.
- 2.3 This report contains an initial update on each of the year one milestones, with a full assessment on progress to be reported in the Chief Constable's Assessment of Performance at the end of 2024/25.

- 2.4 There are legal aspects to be considered in terms of reporting against the activities set out in this year's Annual Police Plan to inform the Annual Report and Accounts 2025/26; but it is also important to provide informative insight into activity undertaken by Police Scotland, under the Three-Year Business Plan, that will be of interest to members of the public and partners.
- 2.5 To address this challenge, it was agreed that Police Scotland would produce two distinct but complementary reports as part of the Performance Framework for 2024/25: the Police Plan Bi-Annual Progress report; and the Quarterly Performance report.
- 2.6 The updates in this report provide insight into the work undertaken by our officers and staff that contribute to progress against Police Scotland's five strategic outcomes but are aligned to the new commitments under Vision 2030.
- 2.7 Summary of Year One Milestones RPAG Status.

Status definitions: -

**Red** – Key deliverable is not progressing and not on target for completion during 2024/25. The reasons for lack of progress should be included in the update indicating if due to resource, budget or other constraints.

**Purple** – Key deliverable is underway but not on track for completion during 2024/25. The reasons for delayed completion should be included in the update indicating if due to resource, budget or other constraints.

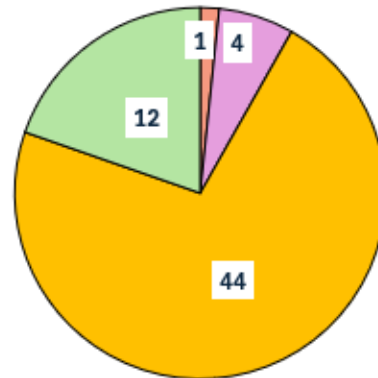
**Amber** – Key deliverable is underway and on track for completion during 2024/25.

**Green** - Key deliverable is complete and now undertaken as business as usual.

A total of 72.1% of the activities are Amber (underway and on track for completion during 2024/25). Green status Milestones (deliverable complete and now BaU) account for 19.7% of Milestones. Red (1.6%) and Purple (6.6%) Milestones account for the remaining milestones with updates.

**Summary of Year One Milestones RPAG Status**

RPAG Status	Count
Red	1
Purple	4
Amber	44
Green	12



■ Red ■ Purple ■ Amber ■ Green

- 2.8 A full copy of the Three-Year Plan Bi-Annual Report 2024/25 is provided at Appendix A.
- 2.9 The Three-Year Plan Bi-Annual Report 2024/25 is presented for discussion with members of the Policing Performance Committee.

**3. FINANCIAL IMPLICATIONS**

- 3.1 There are no financial implications in this report.

**4. PERSONNEL IMPLICATIONS**

- 4.1 There are no personnel implications in this report.

**5. LEGAL IMPLICATIONS**

- 5.1 There are no legal implications in this report.

**6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are no reputational implications in this report.

**7. SOCIAL IMPLICATIONS**

- 7.1 There are no social implications in this report.

**8. COMMUNITY IMPACT**

- 8.1 There are no community implications in this report.

**9. EQUALITIES IMPLICATIONS**

9.1 There are no equalities implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the content of this report.

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Police Scotland  
**Three-Year Plan  
Bi-Annual Report  
(2024-2025)**



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## 2030 Vision

# 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.

#### 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



## Context

In our 2030 Vision we 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.

Our [Three-Year Business Plan](#) documents the work we will do over the first three years of activity as we progress towards achieving our vision. This Bi-Annual Report 2024/25 reflects progress against year one of our Three-Year Business Plan and incorporates relevant activities outlined in our [2024/25 Annual Police Plan](#). This will be followed by a further assessment on progress to be reported in the Chief Constable's Assessment of Performance at the end of 2024/25.

In addition, we report regularly through our [Quarterly Performance Reports](#), showing progress against our [Performance and Accountability Framework](#). Our outcomes focused Performance Framework is linked to our strategic planning processes and aligns to the Strategic Outcomes as detailed in the Annual Police Plan 2024/25, these being:

- **Strategic Outcome 1: Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a proactive and responsive police service
- **Strategic Outcome 2: Needs of Local Communities** – the needs of local communities are addressed through effective service delivery
- **Strategic Outcome 3: Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing
- **Strategic Outcome 4: Working Environment** – our people are supported through a positive working environment, enabling them to serve the public
- **Strategic Outcome 5: Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

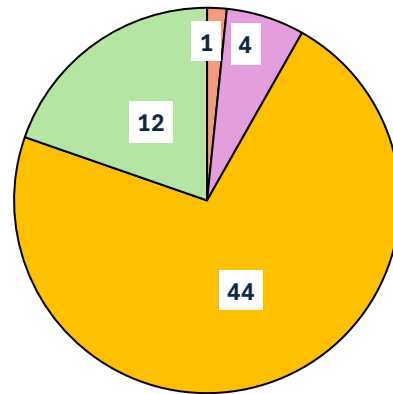
## Summary Status of Year One Milestones

When considering the status for each milestone the following guidance has been adhered to:

<b>Red</b>	Key deliverable is not progressing and not on target for completion during 2024/25.
<b>Purple</b>	Key deliverable is underway but not on track for completion during 2024/25.
<b>Amber</b>	Key deliverable is underway and on track for completion during 2024/25.
<b>Green</b>	Key deliverable is complete and now undertaken as business as usual.

### Summary of Year One Milestones RPAG Status

RPAG Status	Number
Red	1 (1.6%)
Purple	4 (6.6%)
Amber	44 (72.1%)
Green	12 (19.7%)



■ Red ■ Purple ■ Amber ■ Green

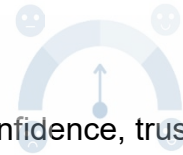
The majority (44) activities are underway and on track for completion during 2024/25. Twelve activities are complete and now business as usual. Four activities are underway but not on track for completion during 2024/25 and one activity is not progressing at this time and will not be delivered in year.

## Update on Year One Milestones – Three-Year Business Plan

The following provides a performance summary and progress report against the Three-Year Business Plan, incorporating activities outlined in the Annual Police Plan 2024/25 which have been mapped across to year one milestones.

### Safer Communities

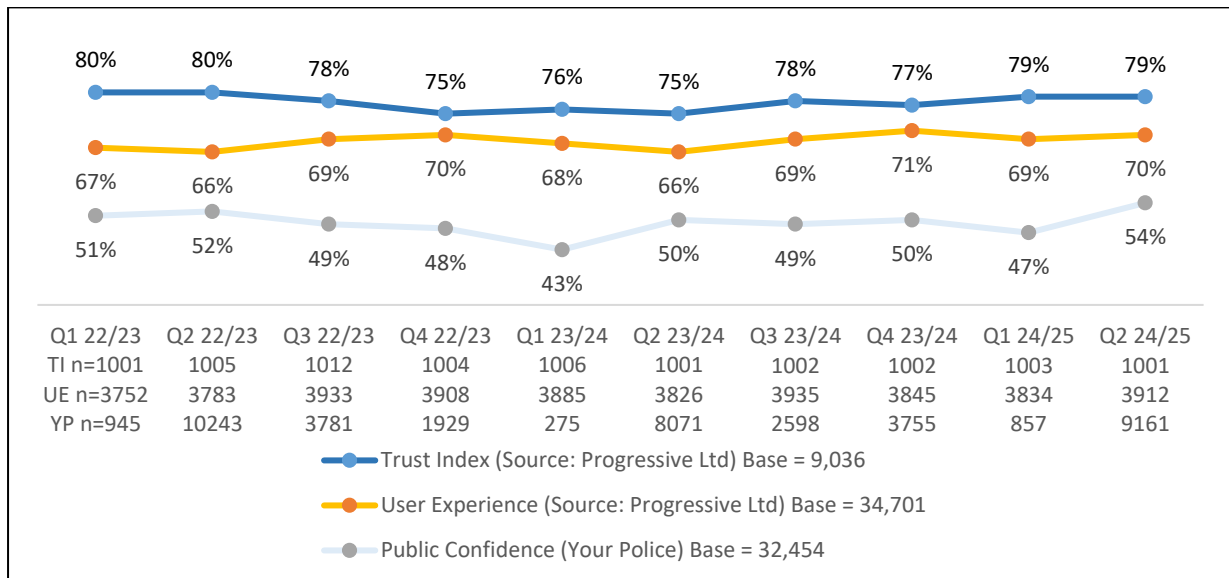
#### Public Confidence, Trust and User Experience



We continue to measure and enhance understanding of public confidence, trust and user experience within local and specialist policing – delivering engagement and insights for performance, scrutiny, local police planning and service improvement across portfolios.

Public trust is about our brand and reputation, associated with organisational competence i.e. professionalism, responsiveness, reliability and knowledge. User experience measures satisfaction with contacting the police across critical elements in the end-to-end journey.

Public confidence, trust and user experience are summarised in the following graph. There is a moderate increase in user experience (up 1% point) and a significant increase in public confidence (up 7% points) on the previous quarter, while public trust remains unchanged. While overall user experience and trust remains broadly consistent over time, public confidence in local policing can fluctuate.



## ULEV Fleet



In Quarter 2 2024/25, the ULEV Fleet increased by 1% with a 2.4% increase in total green miles.

## Environmental



Gas consumption reduced by 3.3% on last year and reduced by 10.2% compared to the five-year mean.



Electricity consumption reduced by 2.5% on last year and reduced by 13.7% compared to the five-year mean.

## Milestone Updates

### Year One Milestone

**1.01** Progress work to strengthen our community policing model to meet current and future needs.

### Key deliverable is underway and on track for completion during 2024/25.

The six-month evaluation of our community policing model has been conducted and the report is currently in draft format for consideration by the Local Policing Service Delivery Programme. The evaluation also covers how the recommendations will inform the Risk, Resolution and Tasking function of the future operating model.

The current operating models for Forth Valley and Highlands and Islands Divisions have been completed and validated with the respective leadership teams. This allowed for Local Policing Service Delivery Review (LPSSDR) to move into the development phase in September and October 2024 where several ideation sessions were carried out with officers (Police Constable to Chief Superintendent) and staff from local policing, specialist roles and enabling services. This bottom-up build approach helped create the draft Local Policing Blueprint model (consisting of six component parts), which with the associated report, will be presented through governance in November 2024 with a view to being endorsed to allow for the detailed design work to commence.

**Year One Milestone**

**1.02** Begin to re-organise local policing approaches to incident response, community policing, local investigation, public protection and divisional support.

**Key deliverable is underway and on track for completion during 2024/25.**

The Terms of Reference for the Strategic Threat, Harm and Risk Assessment 2025/30 is underway which will review the Force Control Strategy in line with the Strategic intelligence Requirement. This will provide a revised Management of Risk in Law Enforcement (MoRiLE) Assessment score around threat, harm and risk. The model allows you to assess the interdependencies between threat/risk/harm and a range of organisational elements, including capacity and capability, reputational risk, and economic cost for individual strategic issues (thematic areas), and for a range of thematic issues alongside each other.

The Strategic Intelligence Requirement (SIR) is managed by the National Intelligence Co-ordination Unit. The revised Threat Harm and Risk Assessment will align with the SIR to review and advise on any proposed changes. The SIRs feature in the tasking documents at local, regional and national level and activity is driven through this process.

Police Scotland continues to monitor public confidence, trust and user experience and provide insight reporting for strategic leaders throughout the service at local and national levels. Updates are provided regularly to local policing teams through the regional tasking and co-ordination structures. Regular updates are provided to the SPA Policing Performance Committee. Actions based on insight drive activity throughout policing based on the drivers of public confidence and are strategically aligned to the Public Contact and Engagement Strategy.

**Year One Milestone**

**1.03** Start critical updates of our call handling systems to improve stability and unlock new functionality.

**Key deliverable is complete and now undertaken as business as usual.**

The new contact platform build has been completed with telephony and email user acceptance testing completed.

Development of the new Customer Relationship Management (CRM) solution, which provides contact history details to the Service Advisor, including integrations to Command & Control and BT 999 EISEC (Enhanced Information Service for Emergency Calls) is being progressed by the supplier with full technical readiness now planned for Quarter four 2024/25. The BT 999 EISEC service provides location information to the Service Advisor.

The user training for all C3 Service Advisors assessed and detailed planning complete to deliver with C3 Service Centre go-live planned for Quarter two 2025/26. There has been a delay to the go-live planned date as a result of training requirement for users being re-assessed and enhanced by operational Subject Matter Experts. This is now planned for 15 weeks combined with additional time required to finalise design of the CRM integrations.

**Year One Milestone**

**1.04** Design and develop approaches to engage and involve the public and communities in policing services and challenges.

**Key deliverable is underway and on track for completion during 2024/25.**

Significant progress has been made to date towards enhancing our public consultation, engagement and participation opportunities for policing. This is evidenced through our focus on supporting operational and strategic policing leaders with insight to inform decision-making and through delivery of our new local scrutiny reporting support packs.

Enabling processes and mechanisms to support this work across business areas to break out of organisational silos and enhance proactivity is progressing to enable achievement of key deliverables for 2024/25; enhancing our ability to provide meaningful public engagement opportunities within policing services and challenges.

Capacity and capability with specialist professional skills in engagement and community relationships is enhanced through new dedicated police staff posts.

**Year One Milestone**

**1.05** Improve partnership working with the NHS and local authorities and ensure data protection is prioritised while continuing to protect the public.

**Key deliverable is underway but not on track for completion during 2024/25**

Blue light partners are engaged in their own transformation activities leaving reduced capacity to engage in broader collaboration activities (design/delivery). Police Scotland is also facing a similar challenge in relation to delivery of prioritised activities as we cannot control the pace or ambition without agreement. However, low level collaboration continues but we would benefit from greater coordination and visibility through the Reform Collaboration Group (RCG) and more locally through improved internal alignment and control; currently subject to review and consideration.

**Year One Milestone**

**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

**Key deliverable is underway and on track for completion during 2024/25**

Collaborative working with Convention of Local Scottish Authorities (COSLA) in relation to Estates Asset Sharing continues. The principles of Estates Asset Sharing have been agreed and are to be implemented. Work is ongoing regarding liaison with COSLA on finance matters.

**Year One Milestone**

**1.07** Increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.

**Key deliverable is underway and on track for completion during 2024/25**

Following the findings of the independent recruitment standards review (MOT) the recruitment, selection and promotion team have been working to develop and deliver on the findings and recommendations of the review. This has included the

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work outlined below and the team continues to deliver on the review's recommendations.

We now have in place a quarterly analysis on Recruitment and Selection candidate survey results, with these showing 95% of candidates rating the overall recruitment experience as positive in May 2024. This increased to 100% for both intakes in July and September.

Our Trust ID system is now fully implemented in all staff roles and working well alongside the necessary day-one checks. Work is ongoing to align police officer candidates in the future to Trust ID checks to merge all recruitment functions utilising the system. Artificial intelligence (AI) (automatic selection) scoping work is ongoing with our recruitment provider (Oleeo).

We are presently looking at police officer and Contact, Command and Control department (C3) recruitment shortlisting, supported by business psychologists due to the complexity of the product. This work is progressing, and we will ensure this forms part of any future changes to process to allow AI to support the shortlisting stages of C3 and police officer recruitment.

We have also launched a new recruitment website which offers many improvements such as a streamlined user journey with the candidate at the heart. The website also includes consistency in our brand and language used throughout, as well as improving the navigation to apply for roles. We will continue to develop the website further and are working to link it to our e-recruitment provider which will ultimately support a 'one-stop-shop' for candidates.

At the beginning of September, we also launched our biggest ever recruitment campaign, looking to recruit around 1,300 new officers this financial year. This would be our largest ever number of new officers. Using the core message 'A Job Like No Other', the campaign is supported with officer led videos telling honest stories of what made those officers decide to join.

Data is now produced weekly by our internal teams supported by external partners allowing the group to see patterns of applications and pipeline data across the department. Work is also taking place within the organisation to create a benefits package through an 'Employee Value Proposition' working group.

Police Scotland have delivered on all recruitment commitments to date with a total number of 171 staff roles filled within 2024/25 and 703 police officers recruited (April - September 2024). On 04 November our officer numbers were 16,603.



**Year One Milestone**

**1.08** Conduct a rank ratio review to support increased frontline supervision capacity.

**Key deliverable is complete and now undertaken as business as usual**

In 2023 the Local Policing Service Delivery Review (LPSDR) produced a Rank Ratio Report, which outlined how the core role, workload, skills, and culture of a sergeant are critical to the delivery of local policing and required the necessary focus/change to re-empower, equip, and enable sergeants. A recommendation from the report states that there is “a need to develop officers into suitable roles rather than filling gaps; offering the opportunity to develop a career around the individual interests could improve recruitment and retention of officers on the frontline.” This report will be considered in conjunction with each component part of the LPSDR Local Policing Blueprint in terms of the services and activities carried out by line management and where possible reduce the impact of services on front line supervisors.

The Year One Milestone is underway and on track for completion during 2024/25. Communications plans and support mechanisms are included in the ESR Stakeholder Analysis and Engagement Plan.

Organisational assessments were carried out by each divisional area. These are chaired by executive leads to provide clear leadership and direction and provide a platform for discussion/agreement on the key decisions required to deliver savings. Following the organisational assessments, a series of holistic reviews by the National Voluntary Release Panel were undertaken to ensure that the approach taken to balancing business demands with volunteers’ aspiration for release was a transparent, fair, consistent and legally compliant one.

The National Voluntary Release Panel (NVRP) approved the release of 230 posts consisting of 112 budgeted vacancies and 118 Voluntary Redundancy/Voluntary Early Retirement (VR/VER) applicants. Formal statutory consultation on the process began 28 November 2023 with weekly consultation meetings throughout following. The VR/VER application window opened on 08 January 2024 and closed on 09 February 2024. All elements of the VR/VER exercise have been completed and a closure report has been submitted to SPA People Committee in November 2024.

**Year One Milestone**

**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.

**Key deliverable is not progressing and not on target for completion during 2024/25**

Additional vacant officer and staff posts from East and North areas have moved to supplement existing officers in Dalrnarnock, and West divisions have identified modified duties officers to link in with existing divisional resource advisors. This allows some resourcing functionality to be carried out.

There are requirements for capital investment in a duty management system and a communications platform, as well as other areas such as deployment direct landing page, workflow management and telephony.

Without investment in staffing, the status quo will remain. Efficiencies are generally identified by failures and then rectified. There is no additional capability for proactive change work due to operational pressures across the function.

Increased pressures on reduced officer numbers mean the work of the Resource Deployment Unit (RDU) is more vital than ever, however investment in technology is the only way to maximise the effectiveness of the department if staffing numbers are to remain the same.

Efforts are being made to both increase capacity within the RDU and enhance deployability of all officers to support frontline service delivery. The implementation of a 7-Day Shift Pattern is underway to assist policing events and operations, improving resilience and our mobilisation response.

**Year One Milestone**

**1.10** Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.

**Key deliverable is underway and on track for completion during 2024/25**

A consultancy firm has been appointed following a procurement exercise and work in relation to reviewing warranted/unwarranted posts is progressing. Identifying

which posts require to be warranted and which can be unwarranted requires Divisional Support. The next step will be for role templates to be reviewed and People and Development will engage with divisions in order for them to identify what roles require to be warranted and which can be unwarranted.

We have committed to increasing officer numbers to a maximum of 16,600 and achieved this in November. Work is progressing to establish what is the right size of our organisation and what the make-up of officers and staff should be. This is being driven through:

- Completion of our 'Current Operating Model' and development of our 'Target Operating Model' – this sets out the target state for the organisation's capability, services and people.
- A number of programmes in flight reviewing the services that we deliver. This work will help us better understand the volume of activity and the resource required to deliver those services. In addition, this work will explore options for changing the workforce mix, and both strands will inform our Strategic Workforce Plan. This work includes:
  - Local Policing Service Delivery Review – Broadening out beyond just local policing with the development of operational policing target operating model with workforce design, shape and size being a substantial output.
  - Enabling Policing for the Future – Transformation Programme focused on the transformation of corporate and enabling services nationally.
  - Enabling Services Review – Structured review of current services and redesign options of future services with initial focus on Core Corp Functions and Business Support units.
  - Digital & Data Capability Workstream – Implementation of modern, enterprise grade corporate Digital and Data platforms to deliver innovation and efficiency transformation.
  - Public protection Development Programme.
  - Criminal Justice Reform.

Work continues to progress to civilianise roles (Command & Contact Centre, Firearms Licencing and Investigation roles) which will release officers from these roles to front line roles. It is understood that this represents an increase in officer staff establishment costs which will need to be addressed in 2025/26. We operate within one budget for Police Scotland and therefore any increase in officer numbers would require a relative reduction in police staff numbers. Work is

underway to review governance to ensure all organisational change/design has appropriate oversight and assurance.

**Year One Milestone**

**1.11** Adjust our approach, in liaison with partners, to responding to mental health related incidents and non-crime related vulnerability.

**Key deliverable is underway and on track for completion during 2024/25**

The Mental Health Index has now been implemented across Police Scotland for the National Delivery of Unscheduled Care Network. Early divisional feedback suggests that this is a useful document. An evaluation of the index post-delivery alongside the findings will be presented at the upcoming Mental Health Strategic Oversight Board (MHSOB).

The MHSOB has been established and is chaired by DCC Professionalism. This is supported by the newly established Mental Health Working Group, Partnership Delivery Group and Reference Group. New governance structures have been implemented. In addition to this the HMICS report dedicated delivery team has been established and governance processes embedded to support delivery.

We are also working on the evaluation and recalibration of a mental health dashboard in respect of demand upon frontline officers at mental health related incidents.

A Scottish Government-led working group has been established to direct the HIU work under Phase 4 of the Mental Health Pathway - a collaborative approach involving Police Scotland, Scottish Ambulance Service, NHS 24, Scottish Fire and Rescue Service and British Transport Police with support from Public Health Scotland.

The completion of national partnership workshops has been established with stakeholders, including third sector, to redesign the services around mental health unscheduled care. The final report has been evaluated.

The Framework for Collaboration is progressing at pace with all partners engaged in the development of collaborative commitments.

**Year One Milestone**

**1.12** Increase capacity of police officers who are supporting the administration/operation of judicial processes.

**Key deliverable is underway and on track for completion during 2024/25**

Remote Provision of Witness Evidence (RPWE) is now in all high courts across Scotland. Recent data show that 38% of police officers and staff give evidence remotely, with 62% in person.

The Standard Prosecution Report (SPR) redevelopment is a joint programme of work with Crown Office and Procurator Fiscal Service (COPFS). Progress has been made with regards to the priority areas identified in the terms of reference, including scoping, workshops and design which is culminating in a final report due in November 2024. Agile changes have however been made to include additional information on mental health to inform diversionary opportunities. Delivery remains on track for 2024/25 with oversight through the Criminal Justice Improvement Group.

The Edinburgh Court Model pilot has concluded and been subject of evaluation. The report is due to be published in November 2024 and will inform national roll out. Engagement with Scottish Courts and Tribunals Service (SCTS) and stakeholders is ongoing.

The court scheduler has been tested in two local policing divisions over an eight-week period. An evaluation report is in the draft phase, which will be subject of review before further roll out. Engagement with partners is ongoing to improve accessibility and use of the scheduler.

**Year One Milestone**

**1.13** Reduce the volume of witness citations that police officers are required to serve.

**Key deliverable is underway and on track for completion during 2024/25**

The Service Design Team has completed research on citations of witnesses. Its findings and recommendations have been shared with Crown Office Procurator

Fiscal Service (COPFS), His Majesties Chief Inspector of Prosecutions for Scotland (HMIPS) and HMICS.

In October 2024, COPFS made changes to local courts witness citations, extending the period between return date for witnesses and issue of personal delivery to 28 days. This will allow time for late replies to be received and subsequently reduce the volume of witness citations that Police Scotland is required to serve. Baseline data has been requested and monitoring will be ongoing.

**Year One Milestone**

**1.14** Enhance the response to missing people enquiries through multi-agency partnerships.

**Key deliverable is complete and now undertaken as business as usual**

Publication of the HMICS inspection and report for the policing response to missing persons in Scotland highlighted that more needs done in respect of a collaborative approach including all partners in how we deliver the missing person framework commitments across Scotland. As the improvement plan response develops we are identifying and developing actions that seek to deliver a genuine multi-agency response to missing persons at senior planning level across the agencies as well as delivering operational improvements in partnership work at a local level.

**Year One Milestone**

**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.

**Key deliverable is complete and now undertaken as business as usual**

The development and maintenance of data dashboards has been fulfilled.

**Year One Milestone**

**1.16** Continue to implement our Policing Together Strategy and drive cultural improvement.

**Key deliverable is underway and on track for completion during 2024/25**

A delivery partner for the antidiscrimination training has been identified and work is ongoing at this stage to tailor this to meet Police Scotland's needs. Policing in a Diverse Society has now been fully launched and is delivered by the Police Together Equality Diversity and Inclusion Unit and is delivered to all new recruits as part of their core training at the Scottish Police College.

At the midway point of the Policing Together Strategy, a review of its vision and four pillars was undertaken and is now complete. The vision has been updated to incorporate a focus on service delivery and to expressly capture our human rights approach to policing. Training and preventions has combined into a 'Learning pillar'. A 'Communities' Pillar has been added which relates to both our internal and external communities. Our refreshed Pillars are; Leadership, Learning, Communities and Communication.

A visual progress report capturing our progress under the original pillars, two years on from the launch of the strategy, has been produced and presented to the SPA PT Oversight Group. It will also be presented to the People Committee on 27 November.

In addition, the Sexism and Tackling Misogyny (SE&TM) workstream and action plan aligns, and has been mapped, to the PT Strategy and its commitments. There is agreement that SE&TM work will now fall under the PT governance structure and progress will be reported through the PT Tasking and Performance Group. A progress report has also been produced for the SE&TM workstream. For consistency, it takes a similar format to the PT Progress report. It will be presented to the People Committee on 27 November.

Mapping work is taking place across various action plans, inspections and reports including, but not limited to, IRG Final Report and the PT Implementation Plan. This has identified duplication of actions and objectives. The work will enable clarity and focus on priority areas.

Delivery of the practical steps contained within the Independent Review Group (IRG) final report will now be overseen via the PT governance structure with the point of entry being the PT Implementation Group.

A re-modelled 4Action dashboard combining and cross-referring similar and duplicate actions is being considered as part of the mapping work.

**Year One Milestone**

**1.17** Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation.

**Key deliverable is underway and on track for completion during 2024/25**

The upgrade of Police Scotland Professional Standards Department (PSD) Systems to Centurion Version 8 is ongoing with a project plan in place and a target for delivery of the upgrade being April 2025.

A procurement process is underway for a Human Rights Advisor who will support Police Scotland in prioritising and delivering upon our human rights recommendations and ambitions. Part of the requirement of this work will be to assist and advise where relevant on a review of policies, operating procedures and guidance to ensure no unconscious bias and/or discrimination exist within.

One Equality and Human Rights Impact Assessment (EqHRIA) Improvement Manager and two EqHRIA Improvement Officers are being recruited to progress improvements to our EqHRIA process, governance and training. The resources will consider, and further, recommendations of the BDO Internal Audit of EqHRIA as well as recommendations within other scrutiny reports. They will be supported by the Human Rights Advisor. This work will ensure our use of EqHRIA's is strengthened and will lead to better outcomes.

To assist with fairness, transparency and accountability in relation to PSD matters a Chief Superintendent and T/Superintendent have engaged with Police Scotland Fair Play Advisor and a three-phase approach has been agreed in principle:

- The Fair Play Advisor is now attending the weekly PSD National Conduct Unit Tracker Meeting where all matters under assessment are discussed, and actions agreed.
- Consideration to have The Fair Play Advisor attend the weekly National Conduct Unit (NCU) and PSD Gateway Assessment Unit Meeting where all new matters reported to PSD are discussed and ownership agreed.
- Quarterly scrutiny panel to be considered with selected attendees to be agreed.



**Year One Milestone**

**1.18** Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.

**Key deliverable is underway and on track for completion during 2024/25**

All colleagues completed an introduction to Equality, Diversity and Inclusion (EDI) e-learning module in 2022/2023 and will complete the Upholding our Values module by 31 January 2025.

Approximately 400 Mid-level leaders attended a three-hour Continuous Professional Development (CPD) session on inclusion in November/December 2023. The Deconstructing Institutional Discrimination CPD session is now delivered in the People Management Development Programme to first level leaders.

The next key milestone is delivery of a one-day, in person, workshop for anti-racism training in 2024/2025. A test phase has commenced in November 2024.

EDI content is also included in a range of Learning Training and Development (LTD) learning products meaning that it is a mainstream approach rather than a one and done activity. In addition, Your Leadership Matters (YLM) is a learning product delivered by Leadership and Talent that has relevant content for EDI awareness and knowledge.

**Year One Milestone**

**1.19** Develop our Culture Dashboard, capturing key metrics that inform progress and evidence of culture change and improvement.

**Key deliverable is underway and on track for completion during 2024/25**

The culture dashboard will improve the transparency and accountability of data and provide metrics to better understand the workforce in one, easily accessible location. The dashboard is being developed alongside the Policing Together Strategy and aligns to the broad themes:

- Police Scotland is welcoming and inclusive
- Police Scotland is representative of the communities we serve

- Our people demonstrate our values

User Acceptance testing is underway to bring the dashboard online internally for 2025/26. Continuous improvement of the dashboard will be ongoing in collaboration with stakeholders and user groups.

**Year One Milestone**

**1.20** Increase support and coordination around disability, LGBTQI, race and religion portfolios with community partners.

**Key deliverable is underway and on track for completion during 2024/25**

Each of these areas outlined in the milestone has now been made into a dedicated portfolio within the Equality, Diversity and Inclusion team with an allocated lead officer. The national community advisor programme is being refreshed and relaunched (on 30 October 2024) with a drive to increase diversity within the cadre to support each of these, and other, portfolios to better inform our support, communication, engagement and response to events and or incidents which may impact on any group or groups. Diversity within the cadre already evidenced as improving with new African advisors now recruited and plans already in motion to increase diversity further.

**Year One Milestone**

**1.21** Co-ordinate the delivery of trauma informed practice in collaboration with partners to provide person-centred support to victims and witnesses.

**Key deliverable is underway but not on track for completion during 2024/25**

Blue light partners are engaged in their own transformation activities leaving reduced capacity to engage in broader collaboration activities (design/delivery). Police Scotland is also facing a similar challenge in relation to delivery of prioritised activities. Police Scotland cannot control the pace or ambition without agreement. However, low level collaboration continues but Police Scotland would benefit for great coordination and visibility through the Reform Collaboration Group (RCG) and more locally through improved internal alignment and control; currently subject to review and consideration.

**Year One Milestone**

**1.22** Continue to support our neurodivergent colleagues and communities.

**Key deliverable is complete and now undertaken as business as usual**

Police Scotland has established a Neurodiversity Strategic Working Group, led by ACC Sutherland. This working group has strong representation across the organisation and includes People & Development, Policing Together, and Criminal Justice.

The early work has focussed on improved understanding and coordination of strategy and activity to better support neurodiverse colleagues and communities.

The working group has supported the organisation's response to the proposed Learning Disability, Autism and Neurodiversity Bill while supporting a pilot mentoring scheme for neurodiverse colleagues in Lanarkshire Division.

The strategic working group has built partnerships with third sector agencies in the criminal justice space and is looking at opportunities to better support policy, process and the knowledge of first line managers.

**Year One Milestone**

**1.23** Explore the potential for further rollout of Taser across the operational frontline.

**Key deliverable is underway and on track for completion during 2024/25**

The Taser X2 was discontinued for purchase by AXON in April 2024. Due to this, the Service approved the purchase of 577 X2 on a fixed 5-year payment plan (with 5-year warranty) to replace the current stock and is financially committed to the duration of this plan. As a result, the options for further Specially Trained Officer (STO) uplift are limited to:

- Move to a new device, transition current STO's and train additional STO's in this device; 2-3-year timeline with significant capital, revenue, and training investment.

- Move only new STO's to a new device and have dual devices in use; shorter timeline and less investment.
- Remain with the X2 and train additional STO's due to a disparity in STO's across divisions and groups and an underuse of current devices; revenue only investment but will require additional training venue and training resources.

**Year One Milestone**

**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.

**Key deliverable is underway and on track for completion during 2024/25**

The contract for Body Worn Videos (BWV) has been awarded and signed with Motorola. The project is progressing towards implementation with an expected commencement in Spring 2025.

Working in collaboration with the supplier, the project is now into the testing phase. Activities are progressing in parallel covering key aspects such as network infrastructure, estates, business change and training. The hardware order (BWV cameras, docking stations, and other physical equipment) covering the first seven divisions has been placed with the supplier.

## Less Crime

### Overall Recorded Crime and Offences and Detection Rate

Overall crimes and offences (Groups 1-8) have increased 3.2% compared to previous year and 2.4% compared to the five-year mean. Of note, Group 1 (Non-sexual Crimes of Violence) decreased compared to last year.



Increases in Group 5 (Crimes against society) and Group 8 (Road traffic offences) are influenced by proactive policing approaches.

Police Scotland's detection rate has increased 2.0 percentage points compared to previous year and decreased 1.5 percentage points against the five-year mean.

### Overall Recorded Crimes and Offences by Group

Recorded YTD Comparison	2019/20	2020/21	2021/22	2022/23	2023/24	Five-Year Mean	2024/25	% Change PYTD	% Change Five-Year Mean
Group 1 Non-sexual crimes of violence	35,062	32,671	34,927	35,041	37,474	35,035.0	37,210	↓ -0.7%	↑ 6.2%
Group 2 Sexual crimes	6,843	6,660	7,597	7,360	7,385	7,169.0	7,622	↑ 3.2%	↑ 6.3%
Group 3 Crimes of dishonesty	56,679	45,436	44,937	51,708	56,290	51,010.0	58,116	↑ 3.2%	↑ 13.9%
Group 4 Damage and reckless behaviour	24,492	21,812	22,656	22,669	21,621	22,650.0	<b>20,578</b>	↓ -4.8%	↓ -9.1%
Group 5 Crimes against society	33,625	37,146	32,975	30,594	31,960	33,260.0	33,030	↑ 3.3%	↓ -0.7%
Group 6 Antisocial offences	32,001	33,114	31,258	28,015	25,452	29,968.0	<b>27,357</b>	↑ 7.5%	↓ -8.7%
Group 7 Miscellaneous offences	5,663	6,958	6,520	6,262	6,608	6,402.2	<b>7,083</b>	↑ 7.2%	↑ 10.6%
Group 8 Road traffic offences	63,378	57,866	61,440	54,486	55,333	58,500.6	<b>58,800</b>	↑ 6.3%	↑ 0.5%
<b>Total Crimes and Offences</b>	<b>257,743</b>	<b>241,663</b>	<b>242,310</b>	<b>236,135</b>	<b>242,123</b>	<b>243,994.8</b>	<b>249,796</b>	<b>↑ 3.2%</b>	<b>↑ 2.4%</b>

## Milestone Updates

<b>Year One Milestone</b>
<b>2.01</b> Embed our proportionate response to crime across Scotland.
<b>Key deliverable is complete and now undertaken as business as usual</b>
Proportionate Response to Crime has successfully gone live across the North, East and West command areas (during Q1 and Q2 2024). Police Scotland are currently evaluating the data and the impact of this. A six-month evaluation report is scheduled to be with the SPA Policing Performance Committee in December 2024.

<b>Year One Milestone</b>
<b>2.02</b> 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).
<b>Key deliverable is underway and on track for completion during 2024/25</b>
Direct Measures was relaunched on 16 September 2024, with training materials updated and communications plan developed. A Scottish Police Authority (SPA) Public Information session is being developed.  A performance dashboard is being developed and will be monitored through Criminal Justice Improvement Group. The practice will be reviewed in December 2024.

<b>Year One Milestone</b>
<b>2.03</b> Offer alternative options for voluntary attendance at police stations for interviews, creating capacity in custody.
<b>Key deliverable is underway and on track for completion during 2024/25</b>
The Planned Voluntary Interview Pathway Project has been established to create alternative pathways to remove the requirement of attending at custody. National

**OFFICIAL**

Guidance and Equality & Human Rights Impact Assessment (EqHRIA) completed for the development of the rights-based process.

127 police stations across the country have identified suitable premises for interview out with police custody centres.

The test period will commence on 04 November 2024 with national roll out due on 02 December 2024, dependent on success of the testing.

A communication and engagement strategy will be developed and the project will be monitored through the Criminal Justice Improvement Group.

**Year One Milestone**

**2.04** Implement our Data Foundation Platform.

**Key deliverable is underway and on track for completion during 2024/25**

Regarding our Data Foundation Platform, DataBelt was implemented in September 2024 and the Master Data Management project is in the implementation phase. This is expected to be complete in November 2024.

Force Wide Analytics is progressing through build and test phases with an expected implementation date in early 2025.

**Year One Milestone**

**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.

**Key deliverable is underway and on track for completion during 2024/25**

Recruitment has now concluded for our new Data Science team. Offers were made and accepted for two Data Scientists and two Assistant Data Scientists. The new team will be established in January 2025, once vetting and notice periods have concluded.

Procurement is now in progress for a new Data Science platform as part of the AI/Data Science RIG bid. This part of the process is expected to have concluded by the end of November.

**Year One Milestone**

**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.

**Key deliverable is underway and on track for completion during 2024/25**

By the end of the second quarter of this financial year we will have completed the technology build of a number of components to provide a sustainable, secure and adaptive technology upgrade to support our Criminal History System. Following this in quarter three we will have upgraded to the latest version of Microsoft Office tools, introducing modern and secure versions.

Introduction of a new Security Incident and Event Management Solution (SIEM) with the National Management Centre (NMC) monitoring will be in place for quarter three 2024/25. The following quarter will see the migration of mailboxes to the cloud. The introduction of SharePoint online is due to commence whilst the Negotiator App Business Justification Case (BJC) will gain approval in quarter three.

Additionally for this milestone is the development of a new solution to support remote deployment of the negotiator cells. This will be worked on throughout the year.

**Year One Milestone**

**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.

**Key deliverable is underway but not on track for completion during 2024/25**

To date in 2024, Policing in a Digital World (PDWP) have successfully delivered Digital Evidence Detection Dogs and Digital Forensic (DF) vans across Scotland



which has enhanced our ability to detect and recover digital devices and triage devices at locus.

In August 2024, PDWP launched Police Cyber Alarm (PCA) as a capability to support business in Scotland to identify and mitigate vulnerabilities with the aim of increasing Scotland's resilience to the continuous cyber threat. So far approximately 70 organisations have requested to join the programme, with five organisations having completed the sign-up process and are sharing live data.

Over the next 12 months, PDWP will progress the development of the Cyber Choices Scotland Project which will support identifying those on the cusp of cyber criminality and attempt to divert them through collaboration with partners and drive forward the Fraud Strategy and Operating Model Project which aims to transform how Police Scotland record, respond and investigate Fraud and cybercrime.

## Supported Victims

### Road Fatalities

There has been an increase of (20) 28.6% road fatalities compared to the previous year. The Scottish Government published the fatality and injury statistics for the year 2023; this showed 155 fatalities in 2023 compared to 171 in 2022, a decrease of 16 (9%).



### Drug Related Deaths



The latest Scottish Government Drug Related Deaths (DRD) dashboard was published on 10 September 2024. During the period March to June 2024, Police Scotland recorded 269 suspected drug deaths. There were 1,186 suspected drug deaths over the 12 months to June 2024, 5% (56) more than the 12 months to June 2023.

### Service Centre Demand

The number of 999 calls have decreased by 13.0% compared to last year, and 101 calls have also decreased by 3.6%.



C3 Division receives additional contacts such as incoming calls from other partner agencies and alarm calls. There have been over 59,000 of these types of contacts for this reporting period, representing a small decrease of around 1.7% in emergency service partner calls and a decrease of around 12.8% in total alarms calls.

“Contact Us” emails and online reports, for some crime types, can be completed online. Each one of these reports is assessed by a Service Advisor using the Threat Harm Risk Investigation Vulnerability and Engagement (THRIVE) model. Police Scotland received 103,081 emails in this reporting period, a 1.7% increase compared to the same period last year.

### Complaints from Members of the Public summary



There were 3,335 complaints from members of the public during April to September 2024. This is down 13.3% (512 fewer complaints) on the same period last year. The number of allegations totalled 5,483 during the same period in 2024/25. This is down 14.4% (922 fewer allegations) on the comparable period in 2023/24.

## Milestone Updates

Year One Milestone
<b>3.01</b> Further enhance our work to better protect all children and vulnerable people from harm and sexual exploitation.
Key deliverable is underway and on track for completion during 2024/25
<p>Through the enforcement of existing legislation we will challenge men’s demand for prostitution and work with partners to support females to exit prostitution. Other work for this milestone will include enhanced training for all frontline police officers about spotting the signs of human trafficking and educate about the ways in which the various forms of human trafficking can take place, such as, modern day slavery, forced criminality and sexual exploitation. We will build and enhance relationships with international law enforcement agencies and work in collaboration to support victims and target perpetrators.</p> <p>Other work in this area will develop trauma training for all officers to the required level and listen to lived experience to shape future training and how we engage with victims and survivors of sexual crime and human trafficking.</p> <p>Operation Forseti will continue to deliver Police Scotland’s response to the Scottish Child Abuse Inquiry (SCAI) and adherence to the Inquiries Act 2005, Section 21(2) (a). This will ensure robust non-recent child abuse governance and review, and effective engagement with survivors of childhood abuse and associated services.</p> <p>We continue to support academic research to improve our response to victims and survivors of domestic abuse, stalking and harassment, honour-based abuse, and forced marriage. Alongside this we work closely with partner agencies to safely implement the Domestic Abuse (Protection) (Scotland) Act 2021. We also support the Scottish Government to develop a trauma informed multi-agency Domestic Homicide and Suicide Review model across Scotland to learn lessons following a death and implement best practice.</p> <p>Police Scotland work closely with the Home Office, Multi-Agency Public Protection Arrangements (MAPPA) responsible authorities, and other stakeholders to deliver the new Multi-Agency Public Protection System (MAPPS). This helps to ensure the effective assessment and management of the risk posed by Registered Sex Offenders and other violent offenders.</p>

We have also developed a draft Current Operating Model for Public Protection which, along with the output from all the user research, engagement sessions, and ideation workshops completed with officers, staff, and internal/external partners, will be used to develop a high-level Target Operating Model (TOM)/Revised Public Protection Policing Model.

**Year One Milestone**

**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.

**Key deliverable is underway and on track for completion during 2024/25**

We continue to research all available technology which assists identification of victims of human trafficking and the Serious and Organised Crime Groups (SOCG) that are responsible for exploitation. We are also working alongside our Justice partners to enhance the victims’ journey through the criminal justice process from first reporting, through the court process and beyond. By using targeted media and social media campaigns about human trafficking and prostitution, we can provide information to UK and foreign nationals about their rights in Scotland, how to report crimes and how to seek help.

We will continue to encourage and promote engagement with victims and survivors of domestic abuse to maintain high standard of service delivery.

We will further enhance our response to Online Child Sexual Abuse and Exploitation to ensure a robust and efficient end-to-end process for the development and enforcement of National Online Child Abuse Prevention Packages.

Police Scotland is also working collaboratively with local and national partners towards the establishment of the Bairns’ Hoose sites. This is part of the Scottish Government’s project of implementation of the Bairns’ Hoose model through the 10 identified pathfinder and affiliate areas across Scotland. With partners we will support the evaluation of the Bairns Hoose model following the establishment of Bairns’ Hoose’s in Scotland.

**Year One Milestone**

**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.

**Key deliverable is underway and on track for completion during 2024/25**

The Resource Investment Group (RIG) bid to recruit a Childrens Rights Officer and Childrens Engagement Officer and Lead to support the national Child Rights Impact Assessment (CRIA) work has been completed and staff successfully recruited with start dates identified.

CRIA progress update added as a standing agenda item in the EqHRIA Improvement Group to support accountability and corporate memory.

The RIG bid for recruitment of Child Engagement Lead and Child Engagement Officer to support legislatively required engagement for CIRA completion has been successful and candidate undergoing vetting process.

Review of risks in Standard Operating Procedures in respect of UN Conventions on Rights of a Child (UNCRC) compliance is ongoing and expected to meet target date for completion. A date for handover has been proposed and awaits Chair approval.

**Year One Milestone**

**3.04** Continue the rollout of DESC.

**Key deliverable is underway and on track for completion during 2024/25**

Digital Evidence Sharing Capability (DESC) is in the implementation phase and has rolled out successfully to the following divisional areas: Tayside, Forth Valley, Fife, and Highland & Islands. The North East Division will be implemented in November 2024. The remaining divisions will follow, with completion due in September 2025.

**Year One Milestone**

**3.05** Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims.

**Key deliverable is underway and on track for completion during 2024/25**

The Summary Case Management (SCM) evaluation has been concluded and the roll out plan developed. Police Scotland have proposed that we could support SCM national roll out from the end of November 2024 with an expansion across Greater Glasgow Division. This is however a Judicially led project and therefore requires support from the Project Board. It is then proposed that it should follow the Digital Evidence Sharing Capability (DESC) roll out starting in Tayside Division in winter 2024 and concluding in Renfrewshire and Argyle and West Dunbartonshire Divisions in Autumn 2025.

Regarding Body Worn Video (BWV), the contract has been awarded and signed with Motorola. The project is progressing towards implementation, commencing Spring 2025. We are working in collaboration with the supplier and the project is now into testing, with activities progressing in parallel covering key aspects such as network infrastructure, estates, business change and training. Hardware order (BWV cameras, docking stations, other physical equipment) covering the first seven divisions has been placed with supplier.

**Year One Milestone**

**3.06** Research and continue to embed a preventative and public health approach to reducing violence across Scotland.

**Key deliverable is underway and on track for completion during 2024/25**

Police Scotland continues to deliver a prevention focused approach to violence reduction across Scotland. High level objectives under the violence, anti-social behaviour and stop and search portfolio are now providing focus with a suite of tactical activities and measures in development to deliver these.

Ensuring a prevention focus through research and evidence-based practice remains a priority with SIPR now a standing member at the strategic governance board that manages this portfolio.

The Scottish Violence Reduction Unit (SVRU) continue to work towards the ambitions of the Scottish Government Violence Prevention Framework with a focus on addressing the challenges of youth violence, weapons, the impact of social media and repeat victims of violence.

Youth violence has been a particular focus during this financial year with a strategic youth violence overview prepared and presented at SPA Policing Performance Committee and across the various Force and Regional Tactical Tasking and Co-ordination Boards.

**Year One Milestone**

**3.07** Develop a Corporate Parenting Plan for 2024-27.

**Key deliverable is underway and on track for completion during 2024/25**

A formal evaluation for the test of change pilot in Dumfries and Galloway is ongoing and on track for completion. This pilot aims to reduce the criminalisation of children and young people in residential care.

Through the Scottish Youth Parliament, we have recruited two care experienced members of staff to drive the planning and engagement of the new plan and future recruitment events. The successful candidates are currently undergoing vetting.

A Corporate Parenting Working Group has been set up, bringing together parenting leads from across the organisation to provide direction and support for the effective implementation of the current plan.

A draft Corporate Parenting Plan has been completed and is awaiting formal sign off. Engagement is ongoing with Learning Training and Development to develop updated corporate parenting training.

**Year One Milestone**

**3.08** Deliver Contact Engagement and Resolution Project (CERP).

**Key deliverable is complete and now undertaken as business as usual**

The CERP Programme has been completed. An end of project evaluation report has been submitted to the SPA Resource Committee for discussion at the November 2024 Board.

**Year One Milestone**

**3.09** Launch new unified communication platforms to enhance resilience and further strengthen collaboration opportunities.

**Key deliverable is underway but not on track for completion during 2024/25**

WebEx has been deployed successfully across the organisation as planned.

Telephony migration is now underway with 54 sites complete and a successful pilot of WebEx on mobile devices. The new contact platform build has been completed with telephony and email user acceptance testing completed.

Development of the new CRM including integrations to Command & Control and BT 999 Eisec is being progressed by the supplier with full technical readiness now planned for quarter four 2024/25.

The user training for all C3 Service Advisors assessed and detailed planning complete to deliver with C3 Service Centre go-live planned for quarter two 2025/26. There has been a delay to the go-live planned date as a result of training requirement for users being re-assessed and enhanced by operational subject matter experts. This is now planned for 15 weeks combined with additional time required to finalise design of the CRM integrations.



**Year One Milestone**

**3.10** Build on our Contact Assessment Model (CAM) to enhance the quality of all contact and engagement with the public.

**Key deliverable is complete and now undertaken as business as usual**

The CERP Project which is now complete was established to build upon the initial work of the CAM Project and deliver against the initial HMICS recommendations.

The CERP Project has delivered a range of THRIVE and mental health pathway training as well as updating the C3 Procedures Guide. This work has now concluded and been passed to C3 Division for future development as required.

The Unified Communications and Contact Platform project (UCCP) has held and supported a number of workshops to provide visibility to the programme and operational teams, highlighting the additional capabilities that could be enabled via the technologies being introduced by the Unified Communications and Contact Platform project.

The UCCP project has identified interdependencies within the Public Digital Contact space and this is being investigated and explored by the Modernised Contact and Engagement Programme (MCE).

**Year One Milestone**

**3.11** Deliver training to improve quality of contact handling by Contact, Command and Control Division.

**Key deliverable is underway and on track for completion during 2024/25**

Contact Engagement and Resolution Project (CERP) training has concluded and transferred to C3 Division Learning and Development for completion. At the end of October 2024, 95% completion was achieved. Analysis of the training and quality assurance measures is ongoing. The annual refresher training is well underway with focus around Mental Health Pathways and THRIVE. This content is being created by C3 Learning and Development and will be passed to Learning, Training and Development (LTD) for finalisation and transformation into an online training package. All existing training materials have also been updated to ensure consistency in training.

**Year One Milestone**

**3.12** Implement mental health pathways to ensure individuals are referred to mental health partners and receive appropriate support.

**Key deliverable is complete and now undertaken as business as usual**

A Mental Health Communications Plan has been created collaboratively with Policing Together and Corporate communications.

A Mental Health Strategic Oversight Board has been established and is chaired by DCC Professionalism. This board is supported by the Mental Health Working Group, Partnership Delivery Group and Advisory Board. The governance structures have been reviewed and refreshed. We will continue to embed and enhance the C3 Mental Health Pathway.

National partnership workshops have been established to engage stakeholders, including third sector partners, to redesign the services relative to mental health unscheduled care. The final report has been evaluated. Pilot prototypes and implementation have taken place as applicable.

## Thriving Workforce

### Assaults on Officers and Staff

In Quarter 2 2024/25 YTD, there were 3,813 assaults on officers/staff; this is an average of 20.8 assaults per day and an increase (8.7%, +305) compared to the same period in the previous year. The Your safety Matters Diamond Group continues to focus on improvements in this area supported by the Your Safety Matters Champions Network.

### Officers and Staff Injuries

There were 1,833 injuries reported up to the end of September 2024/25 compared to 1,640 the previous year. The injury rate is currently 41.0%, compared to 40.3% last year.



### Use of Force Reports overview

Use of Force reports have increased by 5.5% compared to the same period last year. More detail on Use of Force can be found on the dedicated reporting page here: [Use of Force - Police Scotland](#)

### Officer and Staff Absence

There have been 15,044 absences this year compared to 14,919 in the same period last year. Viral infection issues have increased significantly (1,000 compared to 490) compared to last year. Respiratory and digestive disorders are indicated as the most common reason for absence in this period.

## Milestone Updates

<b>Year One Milestone</b>
<b>4.01</b> Redesign divisional back-office support to improve the service provided to operational policing by reducing its size, removing duplication and improving efficiency.
<b>Key deliverable is underway and on track for completion during 2024/25</b>
The Enabling Service Review (ESR) Business Impact Assessment is complete and returned Low/No impact on key stakeholder groups. Where needed, findings will be undertaken as Business as Usual (BaU).

The Year One Milestone is underway and on track for completion during 2024/25. Communications plans and support mechanisms are included in the ESR Stakeholder Analysis & Engagement Plan.

**Year One Milestone**

**4.02** Review and re-design corporate functions to maximise efficiencies while delivering agreed services internally and externally.

**Key deliverable is underway and on track for completion during 2024/25**

The Enabling Service Review (ESR) Business Impact Assessment (BIA) is complete for the discovery phase which was to deliver recommendations on improvements. This returned Low/No impact on key stakeholder groups. The recommendations brought forward by ESR will result in meaningful change. A further BIA will be submitted when we have identified the recommendations that are to be considered. Without knowing what the recommendations are and what will be taken forward, we cannot determine the impact. ESR is slightly distinct to other projects where the end goal is already known, and the BIA assessment is completed through the life cycle of the project and clearly sets out the possible impact from the start. ESR is different where the impact can only be identified after recommendations are produced.

**Year One Milestone**

**4.03** Roll out the Scottish Government’s suicide bereavement support service across Police Scotland.

**Key deliverable is complete and now undertaken as business as usual**

A review of the Scottish Government report is due to be published during 2024 following the end of the third and final year of the evaluation. Following this we will implement recommendations from final year evaluation report and support the expansion of this service.

**Year One Milestone**

**4.04** Work with elected representatives to ensure that our vetting, conduct and performance regulations are fit for purpose.

**Key deliverable is complete and now undertaken as business as usual**

The HMICS inspection recommendations and actions have been delivered and the improvement impact has been assessed as beneficial. There were 15 recommendations received. To date, four discharged, one recommended for discharge and 10 are ongoing. Of those 10, four are reliant on the delivery and implementation of the Police (Ethics Conduct and Scrutiny) Scotland Bill.

A dedicated team within Vetting has been formed, led by Vetting Chief Inspector. A key role of this team is to capture best practice from the College of Policing APP and progress a revised Manual of Guidance as HMICS Assurance Review of Vetting recommendations are implemented. The Police Scotland vetting Manual of Guidance has been published as version 1.11 and the annual review cycles maintained.

The new processes to ensure changes in personal circumstances and adverse information has been completed, with the form going live and the improvement impact also assessed as beneficial. HMICS Assurance Review of Vetting recommendation (no 6) discharged. Change of Circumstances guidance has been updated and circulated and published on Force Intranet with management of the process sitting with Force Vetting Unit. Engagement with SCoPE Team and agreement in place to have such submissions recorded on SCoPE from early 2025.

**Year One Milestone**

**4.05** Deliver an Estates Masterplan and 10-Year Capital programme.

**Key deliverable is underway and on track for completion during 2024/25**

The Estates Masterplan was presented to the SPA Resources Committee in October 2024 with a further closed session to the wider SPA Board membership in November 2024. Capital investment is required to support delivery of the Estates

Masterplan and this evidence-based funding ask has been submitted to Scottish Government as part of the 2025/26 financial year budget submission.

This milestone is on track for completion in year one. The implementation programme is funding dependant and will be finalised upon the 2025/26 financial year budget settlement from Scottish Government.

**Year One Milestone**

**4.06** Establish an improved colleague engagement forum and carry out a whole workforce survey annually.

**Key deliverable is underway and on track for completion during 2024/25**

The design and deliver of the 2024 workforce survey has been completed.  
The procurement and implementation of a colleague engagement platform is still ongoing at this time.

**Year One Milestone**

**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.

**Key deliverable is underway and on track for completion during 2024/25**

We will present amalgamation of the proposals to SLB in December 2024 for learning and development to come together in one structure. By March 2025, we will create a plan to redesign and re-imagine key crime-related training products, including the introduction of face-to-face delivery and bolstering an 'investigative mindset' approach throughout.

**Year One Milestone**

**4.08** Enhance our use of MyCareer to support positive and proactive development conversations.

**Key deliverable is underway and on track for completion during 2024/25**

Following the completion of the second cycle of MyCareer (2023/24), planning is underway to undertake a review of MyCareer to ensure that the concept has the impact originally intended. This review will be part of a wider project which aims to introduce at least three tools for use within MyCareer:

- Goal or objective setting, with the aim of providing clarity about performance expectations for all.
- Standardised Personal Development Planning (PDP) tool and guidance.
- In-house 360 feedback tools including an analysis of options associated with implementation of this method of individual feedback.

Planning is underway for the Winning Hearts and Minds communications and engagement campaign for MyCareer. Sessions have been held with a cross-section of stakeholders, and further sessions will continue to be held as planning progresses. Outputs from these sessions are contributing to the detailed communications and engagement plan.

The intention is to deliver the Winning Hearts and Minds campaign to retain momentum for the existing MyCareer approach whilst any changes are researched and implemented as part of the wider project (see above).

Planning is underway for the MyCareer Phase 2 project with a view to reviewing the purpose, approach, support and embedding of expectations and behaviours around people performance and appraisal activity to ensure that the MyCareer concept has the impact originally intended. This aims to introduce at least three tools for use within MyCareer:

- Goal or objective setting, with the aim of providing clarity about performance expectations for all.
- Standardised Personal Development Planning (PDP) tool and guidance.
- In-house 360 feedback tools including an analysis of options associated with implementation of this method of individual feedback.

**Year One Milestone**

4.09 Deliver an improved occupational health provision which responds to and supports colleagues' needs.

**Key deliverable is underway and on track for completion during 2024/25**

The new and improved occupational health (OH) contract has now been in place since April 2024, and the associated new occupational health portal launched on 03 September 2024. Supporting information and user guides can be accessed on the Police Scotland intranet. Early data tells us that our new occupational health provision:

- Has had 3,180 touch points with OH through management referrals since 01 April.
- Supported increased numbers of physiotherapy assessments and treatments – 1,249 since 01 April.
- Had 2,140 OH portal accounts created since 03 September.

Our occupational health provider, Optima, has advised that a product called The Genius Finder is a better fit for Police Scotland than the Do-IT Neurodiversity Workplace Profiler and, as such, a proposal for introducing this service has now been received by People & Development. Once reviewed, engagement with stakeholders will commence.

The proposal for the My Wellbeing Check portal has been received, and a preview of the service provided. This will now be progressed further in Quarter 4.

**Year One Milestone**

4.10 Continue the upgrade and replacement of critical infrastructure, including desktops, laptops, mobile devices and Airwave radios.

**Key deliverable is underway and on track for completion during 2024/25**

We operate an ongoing, rolling refresh of our client endpoint devices (3-4k per annum) to ensure that they remain secure and performant. The replacement of all airwave radios (7,000 in year one) is required due to age of devices and ability to support the latest security updates. We will pilot the implementation of W11 in Quarter 4, with this being in support of W10 becoming end of life.



The evolution of flexible, scalable connectivity to underpin delivery of all new digital services will see the upgrade of the National Network. Procurement for this will take place in Quarter 4.

**Year One Milestone**

**4.11** Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct.

**Key deliverable is underway and on track for completion during 2024/25**

Project Management Governance and oversight has still to be established. The Interim Business and final Business cases have been submitted for approval.

**Year One Milestone**

**4.12** Develop and make available enhanced support for victims and survivors to access when complaints against colleagues are being investigated.

**Key deliverable is underway and on track for completion during 2024/25**

The existing Whistleblowing Guidance is to be refreshed and relaunched as 'Reporting Wrongdoing (whistleblowing) Guidance'. The mandatory consultation has been completed with all the amendments now made and feedback is being provided to consultees by Policy Support. Thereafter, this will be submitted for Force Executive approval prior to publication.

**Year One Milestone**

**4.13** Enhance our approach to performance management and internal governance to enhance accountability at all levels.

**Key deliverable is underway and on track for completion during 2024/25**

Work is ongoing in relation to the development of the revised Performance and Accountability Framework 2025/26, with the development of supporting balanced score cards. Service and local level Power BI performance dashboards have been

rolled out across the Service, accessible to rank equivalent of Sergeant and above. These dashboards provide exceptions-based reporting to inform problem solving approaches aligned to Strategic and Tactical Tasking and Co-ordination Processes. Work is also still ongoing on the implementation of the review of governance, with tactical leads having been identified.

### Additional Annual Police Plan 2024/25 Activities

The following section provides an overview of additional activities outlined within the Annual Police Plan 2024/25 with progress updates.

<b>Annual Police Plan Activity</b>
Embed a Human Rights Framework for Police Scotland.
<b>Key deliverable is underway and on track for completion during 2024/25</b>
RIG bids and ALP bids have been approved to create a bespoke team to deliver improvements and processes around EQHRIA and to specifically develop and imbed a Human Rights Framework for Policing in Scotland. Recruitment is currently underway for these posts.

<b>Annual Police Plan Activity</b>
Delivering an accessible and responsive system for addressing complaints against the police.
<b>This activity is aligned to a Year Two Milestone in the Three-Year Business Plan</b>
By March 2025 we will launch our re-designed website following engagement with key partners and the public. Centurion (version 7) upgrade to be delivered to further develop diversity data aligned to Scottish Census (for complainers and officers/staff). This is subject to consultation. We will also roll out our re-designed Complaint Handling form.

**Annual Police Plan Activity**

Progress work on developing our Total Reward framework which is fair, transparent and which recognises achievement.

**Key deliverable is underway and on track for completion during 2024/25**

Within the Digital & Data Capability Workstream we are progressing the implementation of modern, enterprise grade corporate Digital and Data platforms to deliver innovation and efficiency transformation.

**Annual Police Plan Activity**

Develop an agreed roadmap of change and transformation for the next 3 years to deliver the agreed end state.

**Key deliverable is complete and now undertaken as business as usual**

Approximately 27% of Year One of the Three-Year Business plan is the responsibility of SROs and the Change Function. This activity is being managed via the current Change Portfolio and a live Roadmap is published as an element of reporting to PMG and Change Board. Each project that is live, or in development, has a Change Impact Assessment created at the relevant time and is part of the project artefacts.

**Year One Milestone**

Agree a clearly prioritised portfolio of change projects and programmes that will build over 3 years towards full implementation of the new Target Operating Model.

**Key deliverable is underway and on track for completion during 2024/25**

The Year One Portfolio of Change projects was prioritised at year commencement. No formal portfolio-wide resource impact assessment was completed, however resource availability and allocation is reviewed on a monthly basis via The Change People Board and PMG reporting. Resource profile, including workforce mix is routinely balanced to meet the requirements of the priorities within the portfolio and adjusted as necessary.

### Annual Police Plan 2023/24 - Outstanding Activities

At the end of 2023/24, Analysis and Performance (APU) presented the Chief Constable's Assessment of Policing Performance at the Policing Performance Committee. In the appendix there was a list of the Operational and Change activities showing the status at the end of 2023/24. Some of the activities we committed to do during 2023/24 remained in progress at the year-end.

Further detail on each activity can be found in the Annual Policing Plan 2023/24 on the Police Scotland website here: [Strategic Planning - Police Scotland](#) or in the Chief Constable's Assessment of Policing Performance 2023/24 here: [How we are performing - Police Scotland](#).

Police Scotland have provided an update on these outstanding activities in the table below, this includes where the activity will be delivered as part of Police Scotland's Three-Year Business Plan with relevant milestones indicated where available.

Key	
Operational activity	Change activity

No.	Activity	End of 2023/24 Status Justification	Update
2	Implement recommendations of the Public Protection Development Programme Review	The Public Protection Development Programme Review is now in the Develop and Deliver phase. As we move into 2024/25 a few potential solutions will be tested and piloted prior to moving into the Delivery phase. End date not specified, objective still in progress and will be carried into 2024/25.	Will be delivered via the Three-Year Business Plan. See Year One Milestone 1.02 and Year Two Milestone 3.13

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3	Work with strategic partners to implement Bairns' Hoose in Scotland	All off the Pathfinder Partnerships are at varying degrees of implementation, leading work through the local partnerships and accessing the relevant Scottish Government funding streams. Divisions are supporting by SCD-PP-CP Policy team to ensure consistency and sharing learning. Nationally, SCD-PP-CP have organised access to Scottish Government funding to take forward new VRI equipment in the relevant partnerships. End date not specified, objective still in progress and will be carried into 2024/25.	Update October 2024: End date not specified, objective still in progress and will be carried into 2024/25.  Key vulnerability or critical success factor is the need for clearly identified and committed funding for the short through to long term ambitions that SG and partners have in this initiative.  See Year One Milestone 3.02
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10	Lead on development of a violence prevention approach to work concurrently with that of the Scottish Government	<p>Discussions around the development of the Violence Prevention Strategy are taking place to support that produced by Scottish Government. Police Scotland continue to work closely with partners to discuss trends and patterns and look at preventative measures in this area. Regular strategic meetings take place to monitor and develop our collective approach.</p> <p>This objective is still in progress and will be carried over into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year One Milestone 3.06 and Year Three Milestone 1.42</p>
11	Understand, measure and evidence demand to influence decision making at strategic, operational and tactical levels through the development of demand data dashboards and methodologies	<p>The Demand and Productivity Unit continue to build Police Scotland's demand tools to improve organisational understanding of demand along with various opportunities to optimise productivity, capacity and efficiency.</p> <p>The unit is now moving into their second sphere where we will specifically seek to align all analysis under Productivity, Capacity and Efficiency, with a greater focus on the interconnected nature of different demand areas, departments and processes.</p> <p>This objective is still in progress and will be carried over into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year One Milestone 1.15</p>

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15	Design and develop participatory approaches to engage and involve the public and communities in policing services and challenges	Work is ongoing in this area with the Dundee listening forum development in the early stages and will be continued into 2024/25. Engagement with other local divisions is also in progress and should be realised in the coming year.	Will be delivered via the Three-Year Business Plan.  See Year One Milestone 1.04
17	Design, develop and implement a Public Health Strategy for policing in Scotland	Following discussion, the decision was taken by DCC Local Policing to prioritise work on Police Scotland's future approach to mental health in the first instance, ahead of any further work on a public health for policing strategy. A combined evidence and insights report on policing and mental health produced by Strategy, Insight and Engagement and a programme of work has been put in place to take forward recommendations from the report and support the direction set by the new Chief Constable.	Will be delivered via the Three-Year Business Plan.  See Year One Milestone 3.06 and Year Three Milestone 1.42
21	Implement Strategic Efficiency and Redesign Review (SERR) across the organisation	This objective is still in progress. The Review and Redesign work streams will be overseen by the Enabling Policing for the Future (EPF) Programme Board as we move into 2024/25.	Remains ongoing.



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22	Deliver Contact Engagement and Resolution Project (CERP)	<p>CERP divisional engagement and training continues alongside prep for commencement of external stakeholder engagement.</p> <p>Mental Health Pathway (MHP) evaluation has commenced to assess efficiency. This objective is still in progress and will be continued in 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year One Milestone 3.08</p>
23	Continue to review and recalibrate the model for delivery of policing services in Scotland for the public and communities	<p>The Local Policing Service Delivery Review has produced a report which, in conjunction with a few other key products within the created LPSDR, has allowed for the development of a range of options to take forward into the next phase of this work.</p> <p>This objective is still in progress and further work will be undertaken during 2024/25 as we move into the design phase of this work.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year One Milestone 1.02</p>
27	Implement the plan to deliver the HMICS Hate Crime Recommendations	<p>Several of the recommendations are still being progressed at the close of 2023/24. This important work will be carried over into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year Two Milestone 3.15</p>

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31	Work with the NHS and local authorities to improve partnership working and ensure data protection is prioritised whilst continuing to protect the public	Work is ongoing with local authorities to develop a standardised approach to data sharing. In addition, a trial partnership between Police Scotland, Wise Group and SP Energy Network is commencing regarding sharing data regarding individuals suffering from fuel poverty. At the end of 2023/24 the final version of the COSLA, SPA, and Police Scotland Partnership Delivery Plan was presented. There continues to be work ongoing in this area which will become business as usual in years to come.	Will be delivered via the Three-Year Business Plan.  See Year One Milestone 1.05
35	Deliver the Equality, Diversity and Inclusion training programme	Policing Together will continue their work to deliver the Equality, Diversity and Inclusion Training Programme as we move into 2024/25. This work remains in progress at the end of 2023/24.	Will be delivered via the Three-Year Business Plan.  See Year One Milestone 1.18
38	Deliver the Police Scotland Housing Strategy	This objective is still in progress and estimated to be around 48% complete. Work will continue into 2024/25 in the 'Retain and Invest' and 'Dispose and New Build/Purchase' work streams to deliver this objective.	Will be delivered via the Three-Year Business Plan.  See Year One Milestone 4.05

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39	Review and refresh the Police Scotland enabler strategies including Estates, Fleet and Public Contact and Engagement following approval of the updated Joint Strategy for Policing 2023-2026	<p>Approaches to this work have been discussed and agreed with Executive leads. Reviews for cyber and public contact and engagement are therefore underway. Estates public consultation and planning work was initiated (originally under the Policing our communities programme) and is ongoing alongside other key elements of Operation Evolve. Review work for estates and fleet has been paused in the interim.</p> <p>This objective remains in progress as we move into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>Embedded in various Year One Milestones</p>
41	Develop and implement innovative and sustainable methods to ensure Police Scotland is a sustainable organisation	<p>As we move into 2024/25, To fulfil the Fleet Strategy and our aim to have a fleet fully ULEV by 2030, we will continue to work with public bodies to phase out petrol and diesel cars and support the ongoing development of charging infrastructure. In addition, the estate has seen elemental improvements.</p> <p>This objective remains in progress as we move into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year One Milestone 4.05</p>

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43	Refresh of Joint Police Scotland and Scottish Police Authority Procurement Strategy for 2024	<p>During 2023/24 the Procurement Strategy was reviewed approved via SPA Board. It was intended that a more in-depth review of the Procurement Strategy would be undertaken this year. However, due to resource constraints and the high degree of change happening across the organisation, it was agreed that a fuller review would take place during 2024/25. This will provide a strategy more aligned to the emerging transformation and change activities and organisational priorities.</p> <p>This objective remains in progress as we move into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p> <p>See Year One Milestone 4.05</p>
44	Lead, design, develop and deliver a longer-term Policing Plan and Portfolio plans	<p>As referenced in the new Annual Plan 2024/25, we are committed to developing a clear vision and target operating model for the future of our service which will enable us to develop our 3-year plan for the delivery and prioritisation of core services alongside our journey of service and organisational transformation.</p> <p>This objective remains in progress as we move into 2024/25.</p>	<p>Will be delivered via the Three-Year Business Plan.</p>