



<b>Meeting</b>	<b>Policing Performance Committee</b>
<b>Date</b>	<b>18 September 2024</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Annual Police Plan 2024/25 Delivery Plan</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Strategy and Analysis</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Yes – Appendix A: Annual Police Plan 2024/25 Delivery Plan</b>

**PURPOSE**

The purpose of this paper is to provide the SPA Policing Performance Committee with an update in relation to Police Scotland’s Annual Police Plan 2024/25 Delivery Plan for discussion.

Members are invited to discuss the content of this report.

## **1. BACKGROUND**

1.1 Under section 35 of the Police and Fire Reform (Scotland) Act 2012:

1. The Chief Constable must prepare an annual police plan for each yearly period beginning on 01 April.
2. An annual police plan is a plan which sets out the proposed arrangements for the policing of Scotland during the yearly period, describes how those arrangements are expected to contribute towards the achievement of the main objectives for the policing of Scotland set out in the strategic police plan (by reference, where appropriate, to outcomes identified in that plan), and includes any other information connected with policing which the Chief Constable considers appropriate.

1.2 The Annual Police Plan (APP) 2024/25 was developed by Strategy, Insight and Engagement in consultation with business areas and the executive, then was approved and published on the Police Scotland website. The APP 2024/25 sets out our key activities for the year under four themes. These are:

- Implement our Policing Together Strategy and drive cultural improvement.
- Increase front-line strength and drive service improvement.
- Support the wellbeing of our workforce.
- Re-design and begin to re-shape support functions.

1.3 Strategy, Insight and Engagement (SIE) then started work to create the delivery plan engaging with business areas to develop a framework on how Police Scotland will deliver and demonstrate progress against the Annual Police Plan 2024/25. Analysis and Performance, in conjunction with SIE, combined the initial framework with performance data and consulted with relevant strategic leads to refine key deliverables for each activity in the APP 2024/25.

1.4 This revised APP Delivery Plan 2024/25 is linked to our strategic planning processes and aligns to the five Strategic Outcomes (Public Safety and Wellbeing; Needs of Local Communities; Confidence in Policing; Working Environment; Sustainable and Adaptable Service) as detailed in the APP 2024/25.

- 1.5 The Chief Constable's Priorities are at the centre of our approach to performance. Our Strategic Threat and Risk Assessment provides the evidence base for our areas of highest Threat, Harm and Risk (Force Control Strategy), Annual Policing Plan and Performance Framework. Our Values and Code of Ethics underpin our approach to performance management which is vital to maintain and strengthen public confidence and trust in the Service.

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

- 2.1 The APP activities are split into four themes, these being: implement our Policing Together Strategy and drive cultural improvement; increase front-line strength and drive service improvement; support the wellbeing of our workforce; re-design and begin to re-shape support functions.
- 2.2 For each of the activities in the APP, key deliverables have been identified. A strategic lead, or leads, has also been assigned to each of these deliverables. Strategic leads will provide an update for each of their key deliverables via the relevant internal management board. These qualitative updates, along with quantitative performance data, where available, will be used to report progress and provide assurance on the delivery of the Annual Police Plan, to the Chief Constable, and to the Scottish Police Authority. Analysis and Performance will collate high level strategic updates on each key deliverable and will supplement this qualitative narrative with quantifiable data, where this is available, for reporting twice a year.
- 2.3 A full copy of the Annual Police Plan Delivery Plan 2024/25 is provided as an appendix.

## **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 equality, diversity or human rights implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

The Chair and Members are asked to discuss the content of the Annual Police Plan 2024/25 Delivery Plan.

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**POILEAS ALBA**

Analysis and  
Performance Unit

# Annual Police Plan

## 2024/25

### Delivery Plan

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## **Annual Police Plan 2024/25 Delivery Plan**

Police Scotland's Annual Police Plan (APP) 2024/25 was published in March 2024. It sets out our activities for this year under four themes. These are:

- Implement our Policing Together Strategy and drive cultural improvement
- Increase front-line strength and drive service improvement
- Support the wellbeing of our workforce
- Re-design and begin to re-shape support functions

For each of the activities within the APP, key deliverables have been identified for this reporting year. A Strategic lead, or leads, has also been assigned to each of these deliverables.

Strategic leads will provide an update for each of their key deliverables via the relevant internal management board. These qualitative updates, along with quantitative performance data, where available, will be used to report progress and provide assurance on the delivery of the Annual Police Plan, to the Chief Constable, and to the Scottish Police Authority.

To assist in demonstrating progress towards the activities committed to in the APP, Police Scotland have set out clear milestones, with reporting expectation timescales, for each key deliverable.

Analysis and Performance will collate high level strategic updates on each key deliverable, using these milestones, and will supplement this qualitative narrative with quantifiable data, where this is available, for reporting twice a year.

The Annual Police Plan activities, with the key deliverables for 2024/25, are shown in the sections below aligned to the four themes.

## Implement our Policing Together Strategy and drive culture improvement

Annual Police Plan Activity	Key Deliverable during 2024/25	Strategic Lead(s)
Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation.	Upgrade Centurion database to accommodate capture of diversity data to enable analysis of complaints related to all diversity groups	ACC Policing Together  ACC Professionalism and Assurance
	Continuous review of policies, processes and procedures to ensure they are relevant and focussed on areas of risk	ACC Policing Together  ACC Professionalism and Assurance
	Implement learning from collaboration with partners and identify areas for development and improvement	ACC Policing Together  ACC Professionalism and Assurance
Provide organisational training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.	Development and rollout of further Equality, Diversity and Inclusion training across Police Scotland to improve colleague understanding of everyday discrimination and the application of equality and inclusion within the workplace	ACC Professionalism and Assurance
Embed a Human Rights Framework for Police Scotland.	Agree organisational approach, design and implement a new Human Rights Framework	ACC Policing Together
Delivering an accessible and responsive system for addressing complaints against the police.	Re-design and launch public facing website to enhance accessibility of the complaints process and improve service user experience	ACC Professionalism and Assurance
	Upgrade Centurion database to enhance the capture of Equality and Diversity data	ACC Professionalism and Assurance

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	Redesign Complaint Handling Form in conjunction with partners to include Equality and Diversity data	ACC Professionalism and Assurance
Develop a new and robust approach to the investigation of accusations against colleagues, providing support to victims and survivors.	Existing Whistleblowing Guidance to be refreshed and relaunched as 'Reporting Wrongdoing (Whistleblowing) Guidance	ACC Professionalism and Assurance
	Commence implementation of recommendations from the Investigation Wellbeing Guidance Feedback under recognised governance structure	ACC Professionalism and Assurance
	Implement the recommendations from the Police Perpetrated Domestic Abuse Review report	ACC Professionalism and Assurance
Support the roll out of the Scottish Government's suicide bereavement support service across Police Scotland.	Support the rollout and implementation of recommendations included in the evaluation reports from the Suicide Bereavement Support Service which was piloted over 2 years (August 2021-July 2023) in three sites across Police Scotland (Highland, Argyll & Bute and Ayrshire & Arran)	ACC Policing Together

**Increase front-line strength and drive service improvement**

<b>Annual Police Plan Activity</b>	<b>Key Deliverable during 2024/25</b>	<b>Strategic Lead(s)</b>
Recruit to increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.	Introduce formal feedback mechanism from candidates (Recruitment)	Director People and Development
	Introduce formal feedback mechanism from assessors and candidates (Promotions)	Director People and Development
	Implement innovative e-recruitment system tools	Director People and Development
	Strengthen insight on organisational data and visibility	Director People and Development



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	of recruitment guidance and support	
	Review of recruitment services to ensure best practice	Director People and Development
	Deliver new recruitment brand and attraction campaigns	Director People and Development
Set out clearly how we will prioritise and deliver to the communities we serve and ensure that we are responding effectively to crime, threat and harm.	Provide a directed intelligence response to the current and emerging threats that have been identified within the Police Scotland National Strategic Assessment 2023-28	Director Strategy and Analysis
	Improved trust and confidence by addressing the Strategic Intelligence Requirements (SIRs) to safeguard the public and communities	Director Strategy and Analysis
Implement an effective tasking and resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.	Implementation of National Review of Tasking and Coordination (NRTC) process including: <ul style="list-style-type: none"> <li>• Initial Tactical, Tasking and Co-ordination Groups held across the service</li> <li>• Assessment and review of progress</li> <li>• Embed effective tasking process at local, regional and force levels with clear focus on threat, risk and harm</li> </ul>	Director Strategy and Analysis
Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.	Undertake review of role profiles and requirements to support recommendations for redeployment in line with business and colleague adjustments	Director People and Development
Strengthen frontline policing through the modernisation and introduction of police staff	Identify the potential where services currently delivered at a local level could be regionalised/nationalised	Director People and Development

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to undertake identified specialist roles currently performed by police officers.	Review role profiles of officers in back-office roles	Director People and Development
Adjust our approach, in liaison with partners, to responding to mental health related incidents and non-crime related vulnerability to allow officers to focus on our core duties and ensure that we are getting these right first.	Develop and embed an approach that reduces the impact of mental health demand on our services and supports people in need	ACC Policing Together
	Work with partners to ensure that those experiencing mental health issues receive help from the most appropriate service	ACC Policing Together
Reduce the requirement for officers to attend court for the purposes of giving evidence.	Continue the roll-out of Summary Case Management (SCM) to resolve cases at the earliest opportunity, reduce the number of cases called to trial and the number of witnesses cited unnecessarily. This will allow for the preservation of trials for cases that cannot be resolved by any other means	ACC Criminal Justice
	Improve the use of Remote Provision of Witness Evidence (RPWE)	ACC Criminal Justice
	Development of a more enhanced Standard Prosecution Report (SPR) to reflect policing in our communities in 2024 which will include enhanced features around being better victim informed and also around the management of risk	ACC Criminal Justice
Review and reduce the number of officers deployed to court in an operational capacity.	Review the recommendations from the Edinburgh Court Policing Review and prepare a detailed business case to allow for roll-out to other courts to help facilitate an efficient, risk-based approach to deploying officers in operational duties within court facilities	ACC Criminal Justice
Enhance our approach to performance management and internal	Produce Performance Reports enhanced with data insights across the performance	Director Strategy and Analysis

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governance to enhance accountability at all levels.	landscape using the Performance and Accountability Framework 2024/25 and performance dashboards/power BI	
Begin the roll out Body Worn Video across our police officer workforce.	Commence phased rollout to operational officers, scheduled rollout for all divisions commencing 2024-2026	Chief Digital & Information Officer
Progress work to strengthen our current Local Policing model to meet current and future local needs.	Carry out Local Resolution Team Pilot and consider analysis and recommendations from initial findings	ACC Local Policing East
	Deliver Local Policing Divisional Model report	
Enhance service collaboration between blue light partners.	Police Scotland to implement collaborative findings and learnings from partners into our practices	Chief Financial Officer/Chief Digital & Information Officer
	Design and Delivery of joint or Police Scotland focused change activity based on formal and informal Blue Light Collaboration work, Reform Collaboration Group and Target Operating Models	
Progress the implementation of our Violence against Women and Girls Strategy and the policing elements of the Scottish Government's Equally Safe Delivery Plan.	Police Scotland VAWG related media campaigns for Online Child Sexual Abuse (OCSAE), Sexual Crime and Domestic Abuse	ACC Major Crime, Public Protection and Local Crime
	Improve the victim journey through the justice process through improved communication and engagement	
	Improve access to policing and support for all victims	
Deliver new technology within our contact, command and control	Introduction of the National Integrated Communication Control System (NICCS)	ACC Local Policing North & C3/Chief

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centres to enhance the service we provide to the public and maximise opportunities for remote engagement and resolution, reducing the demands on local policing and directing individuals to the right agency through pathway referrals and enhanced collaborative working.	Delivery of Unified Communications and Contact Platform (UCCP)	Digital & Information Officer
	Provide Strategic direction and support around Digital, Data and Innovation within C3 and the MCE Programme.	
	Design and delivery of Public Digital Contact enabled Operating Model that aligns with threat, risk and harm while enabling innovation and modernised service delivery.	
Further enhance our approach to public protection to better protect all children and vulnerable people from harm and sexual exploitation.	Work with strategic partners collaboratively to better understand the nature and extent of harm and sexual exploitation in our communities	ACC Major Crime, Public Protection and Local Crime
	Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents	
	Working with key partners to provide an appropriate and improved response to better protect children and vulnerable people	
Roll out the national implementation of our Proportionate Approach to Crime initiative on a phased basis.	Roll out Proportionate Response to Crime initiative across all local policing divisions	ACC Local Policing North & C3
Work with the Crown Office and other criminal justice partners to digitise our processes, speeding up justice for victims	Progression of delivery of Digital Evidence Sharing Capability (DESC)	ACC Criminal Justice/Chief Digital & Information Officer
	Delivery and rollout of Court Scheduler	
	Progression of Body Worn Video rollout	
Implement and embed regulations as set out in the Police Conduct and Ethics Bill.	Complete training needs analysis and deliver training ensuring force-wide compliance with requirements of the Bill	ACC Professionalism and Assurance

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Continue to enhance our vetting procedures to ensure that all officers and staff share and work within our values.	Demonstrate progress against and completion of outstanding HMICS inspection recommendations – Assurance Review of Vetting Policies and Procedures	ACC Professionalism and Assurance
	Re-write of Police Scotland Vetting Manual of Guidance, incorporating best practice	
	Introduce new processes to ensure changes in personal circumstances and adverse information is reported, mitigated if possible and action taken if unacceptable	
Continue to roll out effective anti-discrimination training across the organisation and progress the Policing Together Implementation Plan.	Deliver full programme of anti-discrimination training and continue to deliver the Policing Together Implementation Plan	ACC Policing Together

**Support the wellbeing of our workforce**

<b>Annual Police Plan Activity</b>	<b>Key Deliverable during 2024/25</b>	<b>Strategic Lead(s)</b>
Deliver an improved Occupational Health provision which responds to and supports colleagues needs.	Introduce the new Occupational Health portal and workplace wellbeing platform	Director People and Development
	Continued development and monitoring of the service to include the introduction of new innovations to meet the needs of our workforce	
Establish an improved colleague engagement forum and undertake a whole workforce survey.	Design, deliver and host the 2024 Workforce Survey.	Director Strategy and Analysis
	Procure and implement a Police Scotland Engagement Platform	
Progress work on developing our Total Reward framework which is fair, transparent and	Implementation of a Total Reward package relevant to and in recognition of all colleagues	Director People and Development

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which recognises achievement.	Progress a collaborative and strategic approach to pay and reward	
Enhance our use of MyCareer to support positive and proactive development conversations.	Evaluation of the impact MyCareer has had in supporting management to set out realistic and reasonable performance expectations	Director People and Development
	Increase engagement of MyCareer delivering a 'Winning Hearts and Minds' campaign	
	MyCareer Phase 2	

**Re-design and begin to re-shape support functions**

<b>Annual Police Plan Activity</b>	<b>Key Deliverable during 2024/25</b>	<b>Strategic Lead(s)</b>
Progress with our VR / VER Programme and aim to significantly reduce the size of the non -warranted workforce in non-priority areas in the early part of 2024/25.	Complete the organisational assessment process	Director People and Development
	Submit the applications to National Voluntary Release Panel	
	Complete the formal statutory consultation and close the application window for VR/VER	
Significantly reduce the size of corporate support in Divisional 'middle office' roles and re-organise to maintain and improve services to operational policing.	Carry out workforce impact assessment	Chief Digital & Information Officer
	Develop communication plans	
	Establish support mechanisms for colleagues to meet the needs of colleagues during transformation	
Review and re-design corporate functions to maximise efficiencies ensuring we have the right size of workforce.	Carry out workforce impact assessment	Chief Digital & Information Officer
	Develop communication plans	
	Establish support mechanisms for colleagues to meet the needs of colleagues during transformation	

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Design a coherent organisational Target Operating Model for Police Scotland which will define overall workforce size, allocation and mix as well as future services alongside an Estates and Fleet Masterplan to reduce unnecessary spend and better meet the needs of the public and our more mobile workforce.	Sign off on Target Operating Model Blueprint, Executive Summary and Organisational Design documents	Chief Financial Officer/Chief Digital & Information Officer
	Approve the Masterplan for the Estate	
	Agree on the implementation plan to deliver the Masterplan	
Develop an agreed roadmap of change and transformation for the next 3 years to deliver the agreed end state.	Produce and publish a roadmap of transformational activities and impact assessments	Chief Digital & Information Officer
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.	Engage and agree on priorities and carry out workforce impact assessment	Chief Digital & Information Officer
	Develop change projects and programmes to achieve the finalised priorities	