



Meeting	Authority Meeting
Date	27 March 2025
Location	COSLA, Edinburgh
Title of Paper	Annual Police Plan
Presented By	Jo Farrell, Chief Constable
Recommendation to Members	For Discussion
Appendix Attached	Appendix 1 – Annual Police Plan 2025/26 Appendix 2 – Delivery Plan 2025/26

PURPOSE

The purpose of the paper is to present the Annual Police Plan (APP) 2025/26 and accompanying Delivery Plan.

Members are invited to discuss the contents of the paper and appendices.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are set out in the Police Fire and Reform (Scotland) Act 2012. Section 35 requires the Chief Constable to prepare an Annual Police Plan for each yearly period beginning on 1 April.
- 1.2 The APP is a key component of Police Scotland's strategic planning framework and supports delivery of the Joint Strategy for Policing (2023), Policing for a Safe, Protected and Resilient Scotland.
- 1.3 Since the inception of Police Scotland, the APP has developed and evolved in each successive year, setting out both the operational and organisational objectives for the next 12 months to support the delivery of policing services to communities. In 2024, we set out our ambitions for the future of policing in Scotland through our 2030 Vision. Our vision is supported by the creation of the first of two three-year business plans. APP 2025/26 reflects year 2 of the three-year business plan.

2. APP 2025/26 AREAS OF FOCUS

- 2.1 The APP (Appendix A) describes Police Scotland's proposed activities for the Policing of Scotland in the year ahead and outlines commitments which will be progressed and reported on throughout the coming year as we continue our journey of transformation and service improvement.
- 2.2 The plan outlines the high-level milestones that are to be progressed throughout 2025/26 and these are organised across the four pillars of our 2030 Vision. These are;
 - Safer communities
 - Less crime
 - Supported victims
 - Thriving workforce
- 2.3 The granular detail for what we aim to deliver under each milestone has been listed in the accompanying Delivery Plan (Appendix B).
- 2.4 The APP and Delivery Plan have been developed collaboratively, drawing in expertise of colleagues across the service to inform the key areas of activity set out in the plan.

3. REPORTING ON OUR PERFORMANCE

- 3.1 Our 2025/26 Performance and Accountability Framework is aligned to our 2030 Vision, supported by focussed Strategic Indicators, Key Performance Indicators and Management Indicators to demonstrate how we deliver impact on priority areas for policing and communities. This will enable effective scrutiny and drive accountability within Police Scotland and in public through discussions at SPA Policing Performance Committee.
- 3.2 Using data effectively through exceptions-based reporting will inform focussed problem-solving approaches to support decision making around where we focus our resources – it will also support robust scrutiny from national to local level.
- 3.3 Our Performance and Accountability Framework will be presented publicly in June for discussions at SPA Policing Performance Committee and we will report to the Authority on progress across each of the milestones in the APP during the coming year.

4. NEXT STEPS

- 4.1 Subject to discussion at the Authority Meeting on 27 March 2024, a copy of the APP will be lodged at the Scottish Parliament by the end of March as required by the Police and Fire reform (Scotland) Act 2012.
- 4.2 The APP will also be published online and will be made available to colleagues across the service.

5. FINANCIAL IMPLICATIONS

- 5.1 Delivery of the commitments within the plan remains dependent on securing adequate funding from Scottish Government.

6. PERSONNEL IMPLICATIONS

- 6.1 There are personnel implications associated with this paper. Police Scotland's officers and staff will be directly involved in, and impacted by delivery of the plan. The priorities for policing, objectives and activity set out within the plan will guide service and individual objectives.

- 6.2 Police Scotland's transformational journey to a new operating model will re-shape the organisation, which will likely have an impact on our workforce. We remain committed to supporting the wellbeing of our staff and officers throughout this period of change.

7. LEGAL IMPLICATIONS

- 7.1 S35 of the Police and Fire Reform (Scotland) Act 2012 means that the Chief Constable is statutorily required to prepare an Annual Police Plan (APP) for each yearly period beginning on 1 April.

8. REPUTATIONAL IMPLICATIONS

- 8.1 Successful delivery of the commitments within the APP and progress on overall service will have reputational implications for Police Scotland.

9. SOCIAL IMPLICATIONS

- 9.1 There are no anticipated social implications associated with this paper.

10. COMMUNITY IMPACT

- 10.1 Commitments and activity described in the APP are intended to improve outcomes for individuals and communities across Scotland.

11. EQUALITIES IMPLICATIONS

- 11.1 An Equalities and Human Rights Impact Assessment (EqHRIA), Island and Remote Area Assessment (IsRAA) in line with Islands (Scotland) Act 2018 and Child Rights and Wellbeing Screening Sheet have been completed and we will continue to monitor impact throughout the year.

12. ENVIRONMENT IMPLICATIONS

- 12.1 An Environmental Impact Assessment has been conducted for the APP and we will continue to monitor throughout the year.

RECOMMENDATIONS

Members are requested to note and discuss the contents of this paper and appendices.



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Annual Police Plan

25/ 26





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Chief Constable's foreword

I have set a clear vision of safer communities, less crime, supported victims, and a thriving workforce, as we deliver the next phase of reform of policing in Scotland.

As we conclude the first year of a three-year plan of milestones to help us achieve those ambitions, we can reflect on the progress made during 2024/25.

This includes agreeing a contract to implement Body Worn Video (BWV) for frontline officers and staff, while also working with partners to roll-out the Digital Evidence Sharing Capability (DESC) which will help maximise the benefits of BWV across the criminal justice system and deliver quicker and better outcomes for victims and witnesses.

We're taking a proportionate response to crime across Scotland and an appropriate approach to direct measures, including recorded police warnings, so police officers can focus on addressing threat, harm, risk and vulnerability.

In addition to these measures, we're contributing to a stronger approach to case management so the entire justice system can better support victims of the most serious and harmful offending while also delivering efficiencies for courts and witnesses.

Our Mental Health Taskforce is driving better collaboration with partners to get those in mental health crisis or distress the help they need and deserve from the best agency, while allowing police officers to return to core duties more quickly. We're doing this by giving police officers and staff the confidence and skills needed to connect people with health professionals, whether over the phone or in communities.

We developed an Estates Masterplan and 10-year investment profile to take a strategic approach to which police buildings should be kept, improved, sold and built and how they should be used to deliver co-location with partners, better working environments for officers and staff, financial savings, and provide the accessible and visible policing service the public needs and values.

A workforce survey of more than 11,000 officers and staff delivered positive feedback but also some very tough messages. We have listened and we're working hard to improve the experiences of our people and we'll measure progress in annual surveys. Our Policing Together programme is delivering new learning, leadership, and community connection to ensure the great value of policing is for all communities, including officers and staff.

More milestones have been achieved and much of this work continues into the coming year, for example the ongoing roll-out of BWV, our approach to estates and our commitment to wider criminal justice and mental health support improvements.

As I set out my plan for 2025/26, we're at an advanced stage of developing our strengthened community policing model which will ensure that identifiable officers are available across all areas. We'll work with industry and partners to tackle shoplifting with a Retail Crime Taskforce with funding from the Scottish Government.

Our local policing model will be supported by an enhanced approach to public protection, which places victim experience at its heart, keeps the focus on operational policing, and with an emphasis on strong, ongoing collaboration with partners.

We'll establish a new Cyber Fraud Command to tackle the growing demand of online crime in Scotland. We will work alongside UK law enforcement partners and other agencies to better support victims through improved investigations.

Throughout this, we'll invest in, and use, data and new technology, including artificial intelligence, to provide better systems for officers and staff, achieve efficiencies in back offices to develop ways of identifying and targeting high harm offenders.

Our frontline will continue to be consciously prioritised and we'll build on modernising our workforce through the right investment in non-warranted support, and release officers back to the frontline and roles which make best use of their powers, training, knowledge, and skills.

We set a positive and ambitious vision for policing and to deliver our plan for 2025/26 will require the focus and commitment of the entire service. I am continually blown away by the commitment, professionalism and skill of our officers, staff and volunteers and have great confidence we can build on the progress of last year.

As Chief Constable, ensuring Scotland continues to be a safe place to live and work is my commitment and priority as we evolve a sustainable and effective policing model to meet the challenges of today, and those coming down the line.

Jo Farrell
Chief Constable

Annual Police Plan 2025/26

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 1 April.
- (2) An annual police plan is a plan which—
 - a. sets out the proposed arrangements for the policing of Scotland during the yearly period,
 - b. 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
 - c. includes any other information connected with policing which the chief constable considers appropriate.

Police Scotland is an evolving service in line with the needs of our communities. A commitment was made in the Annual Police Plan (APP) 2024/25 to develop an integrated long-term plan to further inform the next phase of transformation of the service. To guide us through this, the Chief Constable set out our long-term 2030 Vision.

The vision outlines our ambitions for the future of policing in Scotland, putting the delivery of safer communities, less crime, supported victims and building a thriving police workforce at the heart of everything we do. This has been supported by the creation of the first of two three-year business plans. The first planning cycle runs from April 2024 – March 2027.

The APP 2025/26 will support the delivery of the agreed year two milestones of the three-year plan.

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

Reflections on year one of the Three-year Business Plan 2024-2027

In 2024/25, Police Scotland progressed towards our 2030 Vision through the delivery of key milestones from the three-year business plan, focusing on creating safer communities, reducing crime, supporting victims and fostering a thriving workforce.

Safer Communities

- We continue to enhance our public consultation, engagement and participation opportunities, through continuous engagement with the public and communities to shape policing services and articulate challenges. Our 2024/25 user experience data shows 70% of users were satisfied or very satisfied with their overall experience. Positive experiences were related to receiving an appropriate response, satisfaction with attending officers and feeling adequately informed about case progress.
- We have made progress in reinforcing the foundations for safer communities across Scotland through the work of our Local Policing Service Delivery Review (LPSDR) which aims to strengthen our community policing model to meet current and future needs.

- Critical updates to our call handling systems are well underway, with a new platform built and tested. A Customer Relationship Management (CRM) solution has been introduced to enhance efficiency and service delivery.
- The contract for Body Worn Video (BWV) has been awarded and is progressing towards implementation.

Less Crime

- Our commitment to reducing crime has been supported by the rollout of a proportionate response to crime across Scotland's command areas. This approach allows us to focus on cases with actionable investigative opportunities, whether it's investigating the more serious offences and securing important court outcomes; seizing illegal drugs; road traffic enforcement; or picking out the unsung proactive community policing and prevention we know the public values. This will free up police hours to focus on local policing, reducing harm and addressing community concerns.

- Direct Measures were re-launched in September 2024, providing front line officers with the tools to address minor offences quickly and fairly. This allows for the delivery of proportionate and impactful justice for victims, with immediate closure and no court proceedings.
- To increase Scotland's resilience to the continuous and ever evolving cyber threat, our Policing in a Digital World Programme (PDWP) launched Police Cyber Alarm (PCA) as a capability to support businesses in Scotland to identify and mitigate vulnerabilities.

Supported Victims

- We have focused our operational action and engagement with partners and stakeholders, including survivor groups to achieve the ambitions set out in our Violence Against Women and Girls Strategy and the policing elements of the Scottish Government's Equally Safe Delivery Plan.
- Training is being enhanced for all frontline police officers to recognise 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.
- The roll-out of Digital Evidence Sharing Capability (DESC) contributes to the delivery of system-wide efficiencies and improvements in the criminal justice system. DESC embeds trauma-informed processes with the introduction of national virtual courts and digitised evidence to reduce the number of witnesses required to attend court.

- Implementation of The Mental Health Pathway in collaboration with NHS 24 and the Scottish Ambulance Service (SAS) ensures that people seeking urgent mental health support are directed to the most appropriate service for their needs. The collaboration not only benefits patients but also allows police and ambulance staff to focus on their core roles.

Thriving Workforce

- To better understand the needs of our workforce of over 22,000, we conducted a refreshed workforce survey. Over 11,000 responses were received. We have committed to an annual workforce survey as it is vital that our colleagues know that they are valued, have a voice and that we will act on what they say to improve their experiences and better support them to deliver for communities.
- We continue to modernise our workforce and introduce non-warranted roles, allowing our officers to spend more time in their communities. Investment in non-warranted support has progressed within our Command & Contact Centres, Firearms Licensing and Investigation roles, enabling us to strengthen the frontline and reconnect with communities.
- Our ongoing commitment to building an anti-racist and anti-discriminatory service is driven through the delivery of our Policing Together Programme which is driving cultural improvement throughout the service.

2025/26: Our priorities

Our priorities for 2025/26 continue to be proactively managing and reducing threat, harm and risk across Scotland. The service anticipates changes in the external environment with public sector budget challenges, technological advancements, increasing demand, evolving threats and shifting demographics being considered in future planning.



The milestones in the following pages represent the activity set out in year two of the three-year business plan and will be carried out and reported on in the year ahead. The numbering system reflects the three-year business plan.

Safer communities

Our Safer communities milestones support the delivery of the following outcomes of the Strategic Police Plan (2023) - Threats to public safety and wellbeing are resolved by a proactive and responsive police service. - The needs of local communities are addressed through effective service delivery. - The public, communities and partners are engaged, involved and have confidence in policing.	
1.25	Complete the upgrade of our command and control call handling system, harnessing the latest technology to improve our response to calls for service.
1.26	Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.
1.27	Continue to deliver and respond to evidence-based data of emerging drug trends and drug-related deaths.
1.28	Work with partners to develop a prevention focused non-fatal overdose pathway to ensure that services are tailored to meet the needs of the person.
1.29	Progress the Rural Crime Preventions National Strategy.
1.30	Progress the Acquisitive Crime Preventions National Strategy, encompassing retail crime.
1.31	Invest in supporting Community Planning Partnerships as a means of delivering real benefits for communities over the longer term.
1.32	Monitor and evaluate workforce modernisation in relation to staff investigators.
1.33	Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement.
1.34	Complete the modernisation of the firearms and explosive licensing workforce mix.
1.35	Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.
1.36	Embed the work of the mental health taskforce to support decision-making around mental health calls to police.
1.37	Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.
1.38	Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.
1.39	Conduct an evaluation of processes developed and implemented during public inquiries and fatal accident inquiries to ensure they are fit for use and contribute to the ongoing, wide-ranging development of training and policies across Police Scotland.

Less crime

Our Less crime milestones support the delivery of the following outcomes of the Strategic Police Plan (2023)

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service.
- The needs of local communities are addressed through effective service delivery.
- Policing is sustainable, adaptable and prepared for future challenges.

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

Supported victims

Our Supported victims milestones support the delivery of the following outcomes of the Strategic Police Plan (2023)

- Threats to public safety and wellbeing are resolved by a proactive and responsive police service.
- The needs of local communities are addressed through effective service delivery.
- The public, communities and partners are engaged, involved and have confidence in policing.

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

Thriving workforce

Our Thriving workforce milestones support the delivery of the following outcomes of the Strategic Police Plan (2023)

- Our people are supported through a positive working environment, enabling them to serve the public.
- Policing is sustainable, adaptable and prepared for future challenges.

4.14 Further enhance enabling services and commence a phased implementation of new technology for back-office functions.

4.15 Re-design day shift, shift patterns to enhance capacity.

4.16 Commence the implementation of the Estates Capital Programme.

4.17 Move towards a national firearms and explosives licensing model with a transition from majority police officer delivery to majority police staff delivery, creating strengthened frontline capacity, specialising the function and enhancing service delivery and public safety.

4.18 Deliver an accessible and responsive system for addressing complaints against the police.

4.19 Develop a total reward framework which is fair, transparent and which recognises achievement.

4.20 Commence procurement of the enabling technology platform for corporate and back office support to reduce reliance on manual processes and deliver innovation and automation.

4.21 Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.

4.22 Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.

4.23 Develop and roll out the next phase of leadership development.

4.24 Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.

4.25 Embed digital integration of the court scheduling application.

4.26 Continue investment in technology to enable automation of processes and reduction of manual activity.

4.27 Develop a proof-of-concept generative AI solution for use by officers and staff in execution of system activity, delivering increased productivity and enhanced ways of working.

4.28 Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.

4.29 Further develop our Performance Framework to include the impact of organisational culture.

Milestones outwith the Three-year Business Plan

The following milestone will be an additional activity carried out throughout the year that sits outwith the three-year business plan.

Prepare for and establish the resources to support the delivery of a safe and secure 2026 Commonwealth Games.



Year one milestones

In 2024/25, Police Scotland progressed towards our 2030 Vision, successfully achieving many of the milestones outlined in year one of our three-year business plan. To ensure full transparency and accountability, and support effective reporting, we have outlined the year one milestones that will continue to be progressed and monitored in 2025/26. A number of these milestones are dependent on partnership working.

1.05	Improve partnership working with the National Health Service (NHS) and local authorities and ensure data protection is prioritised while continuing to protect the public.
1.09	Implement an effective resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.
1.12	Increase capacity of police officers who are supporting the administration/operation of judicial processes.
1.17	Continuously review our policies, processes, and procedures to ensure that we tackle discriminatory behaviours within our organisation.
1.18	Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.
2.04	Implement our Data Foundation Platform.
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.

3.09	Launch new unified communication platforms to enhance resilience and further strengthen collaboration opportunities.
4.01	Redesign divisional back-office support to improve the service provided to operational policing by reducing its size, removing duplication and improving efficiency.
4.02	Review and re-design corporate functions to maximise efficiencies while delivering agreed services internally and externally.
4.03	Roll out the Scottish Government’s suicide bereavement support service across Police Scotland.
4.06	Establish an improved colleague engagement forum and carry out a whole workforce survey annually.
4.08	Enhance our use of MyCareer to support positive and proactive development conversations.
4.11	Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct.
4.12	Develop and make available enhanced support for victims and survivors to access when complaints against colleagues are being investigated.

Milestone position as of 14th March 2025.

Reporting on our progress and performance

Work is underway in partnership with the Scottish Police Authority (SPA) to enhance our approach to reporting on performance and driving a broader culture of accountability. By closely monitoring and seeking to continuously improve performance in Police Scotland, we can better prioritise activity while ensuring best value and sustainability.

Police Scotland’s Vision 2030 is at the centre of our performance reporting. We use overarching, targeted strategic indicators to draw together a suite of Key Performance Indicators (KPIs) and Management Information (MI) to illustrate how we are moving towards less crime, supported victims, safer communities, and a thriving workforce.

We use data effectively to gauge how we are performing in our areas of focus and draw out trends beyond expected norms. This data is contextualised with the support of our business areas to help understand why these exceptions exist and presented to our governance boards for action.

We will detail the deliverables within each milestone across our priorities for 2025/26 in a separate document available on our [Strategic Planning webpage](#).



We will report to the SPA on progress across each of these areas during the coming year. This will be alongside our regular quarterly reporting of performance across operational priority areas.

Our Performance Framework can be found on the [“how are we performing page”](#) on our website.



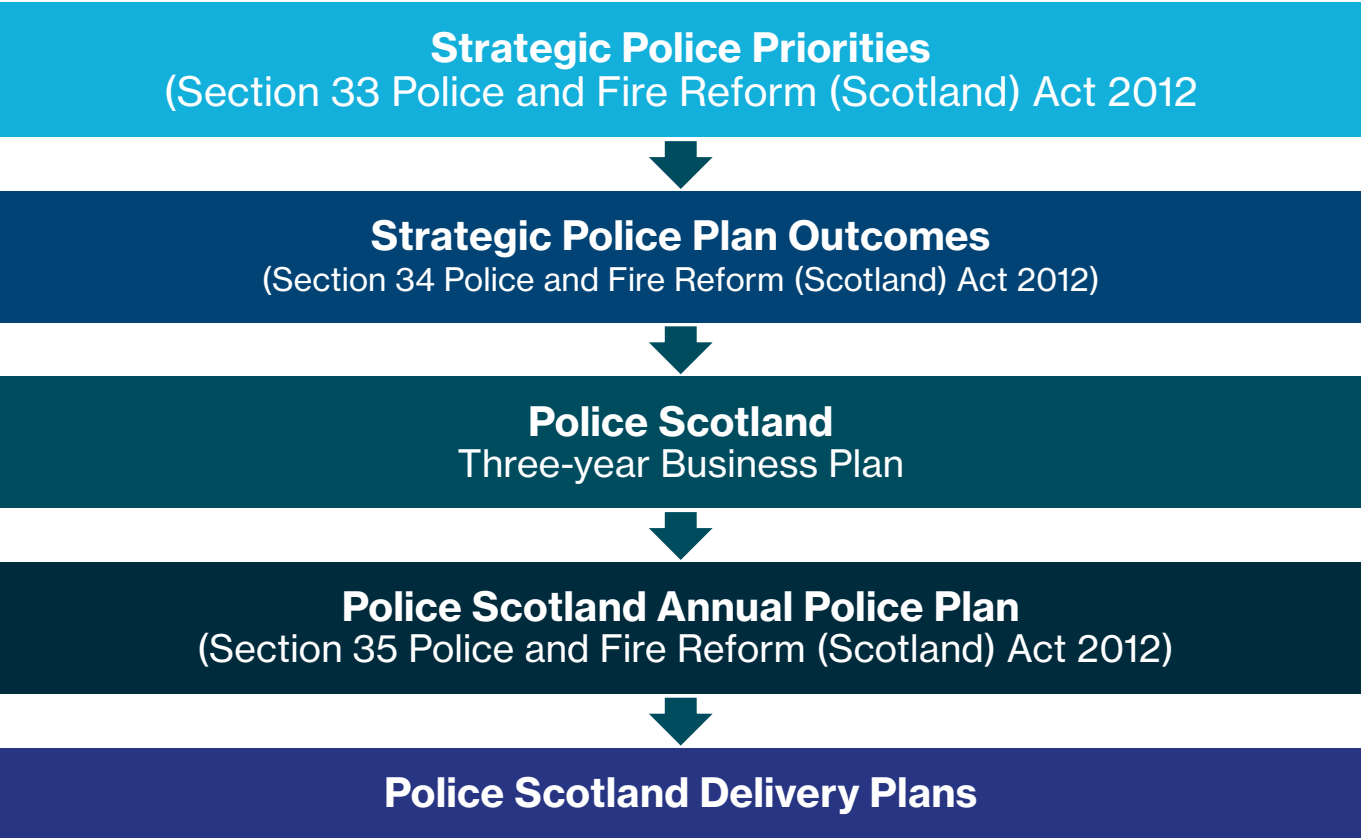
Planning framework

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

The APP sits below the three-year plan and offers a more granular level of detail to the commitments agreed in the long-term plan and ensure effective monitoring and performance reporting of these milestones.

This year's APP reflects the year two commitments set out in the three-year plan.

Delivery of commitments remains dependent on securing adequate funding from Scottish Government. Our future APPs will take account of the funding settlement agreed by the Scottish Parliament each year and will set out how we will prioritise and implement key commitments within our available budget.



Engaging with us

We want to hear from you

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability. It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about the APP or our service, please contact us.

Public engagement and insight

Police Scotland recognises the importance of understanding the views and priorities of Scotland's diverse communities.

Your Police is a continuous and anonymous survey which provides a platform for the public to tell Police Scotland about their views and experience of the police service, what is going well and where policing can do better.

Further information about this platform and our wider engagement can be found on the [Police Scotland website](#) and [Engagement Hub](#).

Social media

Police Scotland has a number of active social media channels that provide a range of information and insight into policing, both nationally and in your local area. A full list of our social media accounts can be found on the Police Scotland website.

Inclusive and accessible engagement

We aim to embed accessibility and inclusivity into our services to make them work for everyone.

This APP was subject to an Equality and Human Rights Impact Assessment (EqHRIA) and other Impact Assessment as appropriate. A summary of the EqHRIA is published alongside the APP on the Police Scotland website.

This APP can be made available in alternative formats on request.

Contact us

Always dial 999 in an emergency

By phone – 101 for non-emergencies (+44 (0) 141 308 1070 if calling from outwith the UK. Network charges may apply).

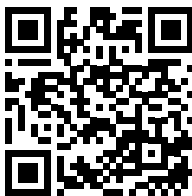
Online – for issues of a non-serious nature using our [Contact Us](#) form.



In person – details of Police Stations and Public Counter opening hours can be found on our website or by contacting us.

Text Relay – 18001101 for deaf, deafened, hard of hearing or speech-impaired callers.

Scotland's British Sign Language (BSL) Interpreting Video Relay Service (VRS) – enables contact with all of Scotland's public bodies and third-sector organisations. [BSL users can contact them directly.](#)



In writing – to PO BOX 2460, Dalmarnock, Glasgow, G40 9BA



Annual Police Plan (APP) 2025/26 Deliverables

The Annual Police Plan (APP) sits below the three-year plan and offers a more granular level of detail to the commitments agreed in the long-term plan and ensures effective monitoring and performance reporting of these milestones. This year’s APP reflects the year two commitments set out in the three-year business plan.

This document outlines the deliverables within each milestone across our priorities for 2025/26. We will report to the Scottish Police Authority (SPA) on progress across each of these areas during the coming year. This will be alongside our regular quarterly reporting of performance across operational priority areas.

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SAFER COMMUNITIES

1.25 - Complete the upgrade of our command and control call handling system, harnessing the latest technology to improve our response to calls for service.

Business Owner - ACC Local Policing North and C3

Key deliverables	Delivered by
Assess, agree and complete the full scope of the projects deliverables and identify the benefits and key milestones.	Q1
Identify technical dependencies such as critical markers and data governance and address historical inefficiencies through new technology and business process.	Q1
Undertake a training needs analysis within Contact, Command and Control Division (C3) and the wider organisation relating to command and control to ensure all users are ready and upskilled for the 'go live' date.	Q2
Deliver new omni-channel contact centre solution for C3, replacing 999, 101 and Contact Us platforms.	Q2
Deliver new Customer Relationship Management (CRM) solution for C3 public contact handling.	Q2
Add real-time demand management to new Workforce Management (WFM) solution for C3 Service Centre.	Q2
Assess and deliver additional functionality through STORM technology to improve operational efficiencies and service delivery.	Q3
Design and implement a rigorous testing environment to ensure a seamless transition to the upgraded live command and control system.	Q4
Design and map a comprehensive 'go live' plan.	Q4
Deliver new WFM solution to C3 Service Centre for forecasting	Q4

1.26 - Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.

Business Owner – ACC Local Policing East

Key deliverables	Delivered by
Refresh volunteering strategy and implementation plan focusing on attraction, recruitment, training and retention of volunteers	Q1-4

1.27 - Continue to deliver and respond to evidence-based data of emerging drug trends and drug-related deaths.

Business Owner- ACC Policing Together

Key deliverables	Delivered by
Launch the pilot of the drug related harm Artificial Intelligence (AI) data belt database and national roll out for drug related deaths.	Q1
Publish guidance on an incident response plan to drug related harm cluster.	Q1
Enhance the drug related harm AI data belt to include toxicology results, non-fatal overdoses, pathology and drug seizures to provide comprehensive surveillance picture for emerging, threat, risks and harms.	Q2

1.28 - Work with partners to develop a prevention focused non-fatal overdose pathway to ensure that services are tailored to meet the needs of the person.

Business Owner- ACC Policing Together

Key deliverables	Delivered by
Identify individuals who have suffered a near fatal overdose, via naloxone administration data, and refer them to Scottish Ambulance Service (SAS) who have pathways to third sector partners to provide suitable intervention.	Q1
Seek to identify a national approach for individuals to be referred to relevant pathways, ensuring consideration for information sharing and an alternative route from interim Vulnerable Persons Database (iVPD).	Q3

1.29 - Progress the Rural Crime Preventions National Strategy.**Business Owner - ACC Policing Together**

Key deliverables	Delivered by
Launch the new 2025-2028 Scottish Partnership Against Rural Crime (SPARC) strategy with aligned partners.	Q1
Review SPARC priorities and delivered preventions work at the end of year 1.	Q4

1.30 - Progress the Acquisitive Crime Preventions National Strategy, encompassing retail crime.**Business Owner - ACC Policing Together**

Key deliverables	Delivered by
Launch Scottish Partnership Against Acquisitive Crime (SPAACE) strategic steering group.	Q1
Refresh National Acquisitive Crime Group to align to SPAACE steering group.	Q1
Review preventions delivered for SPAACE priorities via tracked SPAACE dashboard.	Q3

1.31 - Invest in supporting Community Planning Partnerships as a means of delivering real benefits for communities over the longer term.**Business Owner – DCC Operational Policing**

Key deliverables	Delivered by
Commence delivery of a national consistent community policing model.	Q4
Introduce a Partnership and Prevention Oversight Group.	Q2

1.32 - Monitor and evaluate workforce modernisation in relation to staff investigators.**Business Owner - ACC Professionalism and Assurance**

Key deliverables	Delivered by
Develop key indicators to evaluate effectiveness of new Professional Standard Department (PSD) Complaint Handling model incorporating Police Staff Investigators.	Q1-4

1.33 - Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement.**Business Owner - ACC Criminal Justice**

Key deliverables	Delivered by
Directly submit Standard Prosecution Reports (SPR) to Crown Office and Procurator Fiscal Service (COPFS).	Q1-3
Conduct review of custody provision.	Q1-2
Begin remodelling of criminal justice.	Q4
Return officers to local policing.	Q4

1.34 - Complete the modernisation of the firearms and explosive licensing workforce mix.**Business Owner - ACC Professionalism and Assurance**

Key deliverables	Delivered by
Introduce new police staff Firearms Licensing Team Leaders to release capacity at Sergeant level.	Q1
Introduce first phase of new police staff Firearms Enquiry Officers to release capacity at Constable level.	Q1/2

1.35 - Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Continue to progress trauma informed training through partnerships with NHS Education for Scotland (NES) and Victim Support Scotland (VSS).	Q4

1.36 - Embed the work of the mental health taskforce to support decision-making around mental health calls to police.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Support the delivery of the collaborative Psychiatric Emergency Plan Guidance and Template.	Q1
Support Divisions to provide a national approach to responsibility held by policing by utilising the Psychiatric Emergency Plan Guidance and Template.	Q4
Deliver bespoke learning and awareness raising to officers based on the findings of the training needs analysis.	Q4
Develop and deliver a handover of care procedure, created with our partners.	Q4
Develop a risk assessment to determine the necessity for officers to remain with a member of the public when awaiting assessment.	Q4
Develop the capture, recording and use of data to further enhance Police Scotland's response to mental health related demand.	Q3

1.37 - Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Conduct qualitative assessment of the Mental Health Index to ensure it provides the right support for officers.	Q1
Continue national rollout of Distress Brief Interventions across Scotland.	Q4
Develop and deliver a national response to high intensity users in collaboration with Scottish Government, SAS and NHS24.	Q4
Implement continued quality assurance and improvement to Enhanced Mental Health Pathway including warm transfer of calls.	Q4

1.38 - Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.

Business Owner - Director of People & Development

Key deliverables	Delivered by
Continue to develop diversity monitoring/protected characteristics reporting mechanisms for our recruitment and promotions processes.	Bi-annually
Capture organisational learning from the recruitment process and utilise findings to inform improvements.	Quarterly
Continue to benchmark best practice and new innovative recruitment strategies.	Ongoing

1.39 - Conduct an evaluation of processes developed and implemented during public inquiries and fatal accident inquiries to ensure they are fit for use and contribute to the ongoing, wide-ranging development of training and policies across Police Scotland.

Business Owner - ACC Professionalism and Assurance

Key deliverables	Delivered by
Continue with the commission of a bi-annual audit of the processes involved in the retrieval and review of material ingathered and submitted to public and fatal accident inquiries, including redaction and disclosure processes and the governance arrangements in place in relation to individual oversight boards.	Q1-4
Continue with the bi-annual audit in relation to the organisational learning linked to each inquiry, including the governance of the learning groups established and internal processes in place to capture and implement learnings across the organisation.	Q1-4

LESS CRIME

2.08 - Conduct a review of processes, policy and resourcing rules to ensure a modern, fit for purpose resourcing function that better balances operational need with welfare of officers and staff.

Business Owner - ACC Operational Support

Key deliverables	Delivered by
Review of deployment and associated business processes.	Q4
Introduce fit for purpose IT solutions and transparent business rules to allow a greater degree of flexibility when balancing service delivery with officer welfare.	Q4

2.09 - Launch a new reporting framework to improve the quality and standard of cases to COPFS.

Business Owner - ACC Criminal Justice

Key deliverables	Delivered by
Redevelop SPR to maximise the use of technology.	Q3

2.10 - Develop a referral protocol following the issue of a direct measure.

Business Owner - ACC Criminal Justice

Key deliverables	Delivered by
Develop Referral Protocol ensuring appropriate support when Direct Measure issued.	Q1-2
Implement Diversion from Prosecution Strategy.	Q1-2

2.11 - Further strengthen investigative standards across the organisation to embed an investigative mindset culture from the first point of contact to the last.

Business Owner - ACC Major Crime, Public Protection and Local Crime

Key deliverables	Delivered by
Deliver outcomes relative to Scottish Government funding provided to tackle retail crime.	Q4
Develop guidance on national process of out of hours warrant applications.	Q2
Develop guidance for investigation of the majority of recorded offences and signposting to relevant departments for more complex investigations.	Q3

2.12 - Work with the Scottish Government and national partners to embed a harm prevention approach to all aspects of public policy.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Work with partners, including Education Scotland and the Cyber Choices Scotland Programme, to identify and divert vulnerable individuals at risk of engaging in cybercrime and intervening to guide them away from criminal behaviour towards positive alternatives.	Q2

2.13 - Invest in capabilities outlined within our Policing in a Digital World (PDW) workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Approve Full Business Case for Fraud Strategy and Operating Model.	Q2
Deliver Fraud Strategy and Operating Model.	Q3-4
Delivery of Cyber Training and Capability involving preparation of training material, including specialised training and associated planning to support roll-out.	Q1-4
Delivery of Cyber Command structure.	Q1
Deliver Phase 1 of Cyber Choices Scotland.	Q1

2.14 - Continue to invest in AI capability, standards and new policing AI powered products.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Implement improved data discovery via DataBelt to directly support operational policing.	Q1/2
Deliver AI Use Case 1 to support design and delivery of new AI "starter-kit" environment.	Q2
Deliver AI Use Case 2 to support next phase design and delivery of new AI "starter-kit" environment.	Q3
Deliver AI Use Case 3 to support further phase design and delivery of new AI "starter-kit" environment.	Q4

2.15 - Pilot rollout of new Single Search capabilities to Local Policing and Specialist Crime Division (SCD) to accelerate access to accurate and valuable data and intelligence.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Delivery of Single Search via Insight for local policing.	Q2/3
Delivery of Single Search via i2 for SCD.	Q2/3

2.16 - Continue to rollout Digital Evidence Sharing Capability (DESC) and Body Worn Video (BWV), maximising opportunities to capture and share best evidence at the earliest opportunity, ensuring speedier justice for victims and reducing bureaucracy and delays in the justice system.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Complete National DESC rollout together with associated training.	Q3
Continue first phase rollout of BWV.	Q1

2.17 - Continue delivery of our Core Operational Solutions (COS) programme to provide better, joined up systems for our frontline officers and staff which reduces rekeying of information, speeds up processes and provides higher quality national data sets.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Implementation of National Enquiry and Lost & Found modules.	Q3

2.18 - Develop means of using data to identify and proactively target high harm offenders.

Business Owner - ACC Major Crime, Public Protection and Local Crime

Key deliverables	Delivered by
Deliver outcomes relative to Scottish Government provided funding to tackle retail crime.	Q4
Mitigate risks of adopting facial matching technology through the Data Ethics Triage (DET).	Q3

2.19 - Use a phased approach to increase the use of roadside drug testing to establish and tackle the scale and nature of drug driving.

Business Owner - ACC Operational Support

Key deliverables	Delivered by
Evaluate the success of the 6-month trial in Shetland whereby non-road policing officers have been trained in the use of drug wipes	Q1-4

SUPPORTED VICTIMS

3.13 - Design urban, rural and remote models for local public protection which are trauma informed and victim-centred.

Business Owner - ACC Major Crime, Public Protection and Local Crime

Key deliverables	Delivered by
Design and distribute Video Identification Parade Electronic Recording (VIPER) victim information leaflets to support and inform victims in all communities.	Q1

3.14 - Improve our response to victims of Anti-Social Behaviour (ASB), many of whom are vulnerable, through prevention and problem-solving focused community policing approaches.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Progress a non-crime referral process to VSS for anyone affected by ASB via Victims & Witnesses.	Q3-4
Support the Scottish Government to publish recommendations to include a shared understanding of the impact of ASB, data recording and insights with a focus on up-stream interventions, including community-based services.	Q3-4

3.15 - Complete our review of third-party reporting in relation to hate crime to provide a more consistent and supportive environment for victims.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Complete the review which will consider a rebranding of the service, better define the criteria to be a third-party reporting centre, how to establish better recording and maintenance of the scheme and improve support for centres and victims.	Q2
Report on results of survey responses.	Q1
Engage with key partners to discuss service design work.	Q2
Draft updated role requirements and recruitment criteria of third-party reporting centres.	Q3

3.16 - Enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.

Business Owner - ACC Major Crime, Public Protection and Local Crime

Key deliverables	Delivered by
Continue to provide frontline officers with the awareness of how best to respond to human trafficking incidents and where to obtain relevant advice and guidance.	Q1-4

3.17 - Review our approach to implementation of the Victims' Code for Scotland and refresh our own Victim Charter, being clear on how and when an investigator will make contact to ensure a consistent service to victims of crime.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Review organisational activity to support the Victim's Code.	Q1
Review and update the Standards of Service for Victims and Witnesses for 2025/26 and report on 2024/25.	Q1
Develop our approach to ensure alignment with Trauma-Informed Practice.	Q1

3.18 - Improve our victim referral rate to Victim Support Scotland.

Business Owner - ACC Policing Together

Key deliverables	Delivered by
Develop and publish the Victim and Witness Care Memo to contain details of the Your Care Card.	Q1
Increase Intranet 'hits' to the Policing Together, Victims and Witnesses area of the Police Scotland Intranet.	Q1
Record referral rates from previous years and compare with post publication figures to measure improvement in referral rates.	Q1

3.19 - Support the national implementation of Summary Case Management (SCM) across Scotland.

Business Owner - ACC Criminal Justice

Key deliverables	Delivered by
Roll-out SCM nationwide, starting with domestic abuse (DA) cases and expanding to non-DA cases.	Q3
Pilot theft by shoplifting cases in Dundee with accompanying guidance for officers.	Q1
Expand SCM to additional offences across Hamilton, Paisley, Glasgow and Perth.	Q1

3.20 - Support the piloting of a fully virtual trauma informed domestic abuse model in courts.

Business Owner - ACC Criminal Justice

Key deliverables	Delivered by
Introduce virtual summary domestic abuse court in Grampian Highlands & Islands Sheriffdom, supported by SCM.	Q2-3
Commence provision of remote evidence from police station or other designated locations.	Q2-3

3.21 - Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Complete National DESC rollout together with associated training.	Q3
Continue first phase rollout of BWV.	Q1

3.22 - Improve the quality and timeliness of cases reported to COPFS.

Business Owner - ACC Criminal Justice

Key deliverables	Delivered by
Directly submit SPRs to COPFS.	Q1-3
Redevelop SPR to maximise the use of technology.	Q1-4
Develop audit and assurance function to drive up quality of submission.	Q1
Develop Escalation Policy between COPFS and Police Scotland to ensure quality and timeliness issues are addressed promptly.	Q1

3.23 - Roll out of a national enquiry system creating a new national data set with advanced features, improved resilience and allowing decommissioning of legacy solutions.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Implementation of National Enquiry and Lost & Found modules.	Q3

THRIVING WORKFORCE

4.14 - Further enhance enabling services and commence a phased implementation of new technology for back-office functions.

Business Owner - DCC Transformation

Key deliverables	Delivered by
Undertake a detailed functional and technical assessment of the Scottish Government Shared Services Enterprise Resource Planning (ERP) Solution.	Q2-3

4.15 - Re-design day shift, shift patterns to enhance capacity.

Business Owner - ACC Operational Support

Key deliverables	Delivered by
Implement 7-Day Shift Pattern (DSP) as part of Force Mobilisation Model (FMM).	Q1-4

4.16 - Commence the implementation of the Estates Capital Programme.

Business Owner - Chief Financial Officer

Key deliverables	Delivered by
Deliver Estates refurbishment works plan to improve Retained Estate.	Q1-4
Deliver comprehensive procurement programme for Estates contracts and implement frameworks Capital.	Q3
Complete Enabling Services Review (ESR) and implementation for Estates function to reflect Masterplan.	Q1

4.17 - Move towards a national firearms and explosives licensing model with a transition from majority police officer delivery to majority police staff delivery, creating strengthened frontline capacity, specialising the function and enhancing service delivery and public safety.

Business Owner - ACC Professionalism and Assurance

Key deliverables	Delivered by
Re-parent local policing resources into national structure.	Q1
Introduce new police staff Firearms Licensing Team Leaders to release capacity at Sergeant level.	Q1
Introduce first phase of new police staff Firearms Enquiry Officers to release capacity at Constable level.	Q1-2
Remove Divisional Firearms Licensing Administration roles.	Q2
Develop a business case and secure funding for 2026/27 to further uplift the police staff Firearms Enquiry Officer posts.	Q2-4
Review all training and update to align with new national training being developed by College of Policing.	Q1-3
Introduce new Standard Operating Procedure in line with revised operating model.	Q2
Develop use of the Enquiry Module within COS Phase 3 for Firearms Licensing to give national overview of workloads and ensure appropriate prioritisation and allocation of enquiries.	Q4 (dependent on COS phase 3)

4.18 - Deliver an accessible and responsive system for addressing complaints against the police.

Business Owner - ACC Professionalism and Assurance

Key deliverables	Delivered by
Deliver Centurion V8 Upgrade.	Q1

4.19 - Develop a total reward framework which is fair, transparent and which recognises achievement.
Business Owner - Director People and Development

Key deliverables	Delivered by
Implement a Total Reward package relevant to and in recognition of all colleagues.	Q3
Progress a collaborative and strategic approach to pay and reward.	Q2

4.20 - Commence procurement of the enabling technology platform for corporate and back office support to reduce reliance on manual processes and deliver innovation and automation.
Business Owner - DCC Transformation

Key deliverables	Delivered by
Progress procurement process of the enabling technology platform.	Q1-4

4.21 - Deliver rank ratio review findings and strip out some of the demands on supervisors allowing more focus on core duties and support to staff.

Business Owner - ACC Local Policing East

Key deliverables	Delivered by
Deliver a detailed design of the workload of supervisors, with all ranks being provided with a revised role profile, core functions and clear responsibilities of the services provided.	Q1-4
Conduct a review of analytical products such as those within Demand and Productivity Unit (DPU) and the Risk Harm Index.	Q1-4
Deliver improved and relevant training packages to enable better support for supervisors.	Q1-4
Support the ongoing implementation of dependency work such as Policing Together Mental Health Task force and Missing People demand reduction.	Q1-4

4.22 - Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.

Business Owner - Director People and Development

Key deliverables	Delivered by
Report on delivery of the recommendations from the 2024 HMICS Frontline Focus inspection.	Bi-annually
Conduct a scoping exercise and implement a bench marking framework of ongoing reflection and iterative improvement via Oscar Kilo and the Blue Light Wellbeing Framework.	Q1
Utilise World Health Organisation (WHO-5) wellbeing score index within Your Voice Matters to check subjective wellbeing of the workforce.	Q2

4.23 - Develop and roll out the next phase of leadership development.**Business Owner** - Director People and Development

Key deliverables	Delivered by
Develop and implement leadership development opportunities to build the confidence, skills and knowledge to address issues arising and challenge discrimination.	Ongoing
Continuously deliver evaluation plan for Your Leadership Matters (YLM) programme and assessment of short, medium and long-term programme benefits achieved through enhanced values-based leadership behaviours.	Q1
Undertake review and deliver refreshed approach to Accelerated Leadership Programme (ALP).	Q1

4.24 - Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.**Business Owner** – Chief Digital and Information Officer

Key deliverables	Delivered by
Implement new Human Resources (HR) case management system.	Q1
Develop technologies including Robotic Process Automation, Low Code Development Platform, Generative AI, Automated Data Discovery and Data Science across approved Operational Policing Use Cases.	Q4

4.25 - Embed digital integration of the court scheduling application.

Business Owner - ACC Criminal Justice

Key deliverables	Delivered by
Roll out Court Scheduling application nationally.	Q1-4

4.26 - Continue investment in technology to enable automation of processes and reduction of manual activity.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Configure Enterprise Infrastructure Platform.	Q4
Conduct Discovery, Design and Delivery of Use Cases based on agreed prioritisation.	Q1-4
Agree on future pipeline activity.	Q4
Expansion of our existing use of Robotic Process Automation technology, creating a centre of excellence and pipeline of delivery based on agreed use cases.	Ongoing

4.27 - Develop a proof-of-concept generative AI solution for use by officers and staff in execution of system activity, delivering increased productivity and enhanced ways of working.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Design Gen AI proof-of-concept with entry and exit criteria.	Q2
Implement Gen AI proof-of-concept based on agreed use cases.	Q3
Evaluate Gen AI proof-of-concept with recommendations for future use and scalability.	Q4

4.28 - Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.

Business Owner - Chief Digital and Information Officer

Key deliverables	Delivered by
Design proof-of-concept with agreed entry and exit criteria.	Q1
Implement solution based on agreed Use Case(s).	Q2-3
Evaluate proof-of-concept with recommendations for future use and scalability.	Q4

4.29 - Further develop our Performance Framework to include the impact of organisational culture.

Business Owner - Director Strategy and Analysis

Key deliverables	Delivered by
Develop Culture Dashboard to inform Policing Together and Sex Equality and Tackling Misogyny (SETM).	Q2
Align Performance Framework to Vision 2030.	Q2
Develop Performance Framework Refresh 2025/26.	Q2

MILESTONES OUTWITH THE THREE-YEAR BUSINESS PLAN

2025/26 Milestone – Prepare for and establish the resources to support the delivery of a safe and secure 2026 Commonwealth Games.

Business Owner – ACC Local Policing West

Key deliverables	Delivered by
Establish planning team and complete strategic planning documents.	Q1
Agree financial principals, cost recovery methodology and financial memorandum of understanding with event organiser.	Q1
Scope wider city cultural events and associated policing requirements.	Q3
Complete Counter Terrorism Assessments at each venue and consider recommendations.	Q3
Draft Specialist Policing Plans.	Q3
Identify procurement requirements.	Q3
Complete draft Policing Plans.	Q4
Identify and allocate resources.	Q4
Complete Gold Commander Testing and Exercising.	Q4