



<b>Meeting</b>	<b>Policing Performance Committee</b>
<b>Date</b>	<b>10 June 2025</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Chief Constable's Assessment of Policing Performance 2024/25</b>
<b>Presented By</b>	<b>Jane Connors, Deputy Chief Constable, Operational Policing</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A: Chief Constable's Assessment of Policing Performance 2024/25</b>

**PURPOSE**

The purpose of this paper is to provide the Policing Performance Committee with the Chief Constable's Assessment of Policing Performance Report for the reporting year 2024/25.

Members are invited to discuss the content of this report.

## **1. BACKGROUND**

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 In the terms of section 39 of the Police and Fire Reform (Scotland) Act 2012, the SPA must prepare the Annual Review of Policing (ARP) as soon as practicable after the end of each reporting year.
- 1.3 The Chief Constable is required to provide, within three months of the end of the reporting year 2024/25, an assessment of the performance of Police Scotland.

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

- 2.1 This report fulfils the requirement under section 39(4) of the Police and Fire Reform (Scotland) Act 2012 that the Chief Constable provides the Scottish Police Authority (SPA) with a report setting out her assessment of performance of the police service during the reporting year.
- 2.2 The Police Scotland 2030 Vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. Our 2030 Vision is for safer communities, less crime, supported victims and a thriving workforce.
- 2.3 The Chief Constable's Assessment of Policing Performance report is structured as follows: Chief Constable's Foreword; Look Forward; 2024/25 Timeline; Policing during 2024/25 Performance Focus and Key Insights; Progress towards Year One Milestones; and Activity carried out under the Safer Communities, Less Crime, Supported Victims and Thriving Workforce pillars.
- 2.4 Appendix I of the report provides a visual representation of the progress with the Year One milestones within the Three-Year Business Plan presented in the Biannual report, the RPAG status in February 2025 snapshot and the year end RPAG status.
- 2.5 Appendix II of the report 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. The table shows the

RPAG Status presented in the Biannual report, the RPAG status in the February 2025 snapshot and the year end RPAG status.

- 2.6 A full copy of the Chief Constable's Assessment of Policing Performance 2024/25 is provided at Appendix A.
- 2.7 The Chief Constable's Assessment of Policing Performance 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 Equality data is provided where appropriate and available.

### **10. ENVIRONMENT IMPLICATIONS**

- 10.1 There are no environmental implications in this report.

## **RECOMMENDATIONS**

Members are invited to discuss the content of this report.

Police Scotland

# Chief Constable's Assessment of Policing Performance

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# Chief Constable's Foreword

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**This assessment covers the period from April 2024 to March 2025, during which policing in Scotland has delivered strong operational performance while driving significant progress in developing and delivering a vision of safer communities, less crime, supported victims, and a thriving workforce.**

Serious violent crime is at low levels compared to recent years, with homicides at the lowest level on record in Scotland, and with all detected or on course to be detected.

Attempted murders and serious assaults were also at their lowest levels in recent years, and with strong detection rates in relation to these offences, underlining that Scotland is a safe place to live, work and do business.

Overall, group one to five crimes remained at similar levels to the previous year, while the volume of detections and overall detection rates increased.

We continue to respond to community needs, including our ongoing commitment to preventing harm on our roads, ensuring Scotland is a hostile place for those engaged in organised crime, and the establishment of a retail crime taskforce supported by Scottish Government funding.

With 155 fatalities on Scotland's roads during 2024/25, my assessment highlights our partnership approach to road safety, with a series of campaigns. This included police enforcement and powerful experiences shared by those affected by serious and fatal collisions. I would underline our plea to all road users to look twice and prevent further deaths.

My assessment highlights Operation Intensity, which targeted a criminal network operating across the country, including in Dumfries, Ayrshire, and Central Scotland, and under which officers from our Organised Crime and Counter Terrorism Unit made around 100 arrests and seized illegal drugs and firearms while also safeguarding children.

Although housebreaking and motor vehicle crimes have reduced, we continue to see increases in shoplifting. Our Retail Crime Taskforce was supported by £3m funding from the Scottish Government and will work alongside key stakeholders, including retailers, to deliver a four-strand prevent, pursue, protect and prepare, approach.

An external survey of people who had police contact during the period found that just under three quarters were satisfied or very satisfied with their experience as at the end of 2024/25, the strongest response in recent years.

Positive experiences correlated most strongly with receiving an appropriate response, satisfaction with attending officers, and feeling adequately informed about case progress.

In September, we published our 2030 Vision of safer communities, less crime, supported victims, and a thriving workforce, and my assessment reflects on the first year of a three-year plan of milestones to help us achieve those ambitions.

This includes the start of a national roll out of body worn video, with the first officers equipped with the new cameras on duty in Tayside, a development I describe as a game changer.

We are already hearing that the cameras are helping to de-escalate incidents, provide an early resolution to police complaints and to record admissions made by an accused, that may have earlier been missed during an incident.

As the roll out continues over coming months, every frontline uniformed police officer, including Special Constables, will be expected to wear a video camera on their uniform while on duty and to activate it when using police powers, whether conducting a stop and search, arresting a suspect, or executing a search warrant.

Police staff in custody suites will also use cameras when interacting with people in custody.

The footage can be shared with the Crown Office and Procurator Fiscal Office using the new Digital Evidence Sharing Capability (DESC) system.

Body worn video can significantly enhance public confidence and support officer and public safety by providing effective and transparent evidence of police and public interactions.



The technology will also improve the quality of evidence presented in court to deliver faster justice for victims by increasing early guilty pleas and reducing time spent at court for victims, witnesses and police officers.

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.

In response to the survey and as part of my commitment to providing visible leadership, we've enhancing a programme of internal face-to-face, in person, and online engagements sessions for senior and middle leaders across the Service and we will continue these valuable and popular events.

I continue to be impressed by the commitment, professionalism and skill of our officers, staff and volunteers and have great confidence we can build on the progress of 2024/25.

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



POLICE DOGS

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# Look Forward

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**Police Scotland's 2030 Vision is a three-year plan of milestones which are delivering policing reform in Scotland. The 2024/25 period saw the first year of our efforts to realise this vision, with many significant steps forward and opportunities for reflection provided.**

The 2030 Vision not only allows us to motivate our workforce towards common aims but also supports strategic decision making around service investment priorities and portfolio change. Under the pillars of Safer Communities, Less Crime, Supported Victims, and a Thriving Workforce, we go into the next year of the Vision and the next phase of reform with determination that we can ensure Scotland continues to be a safe place to live and work.

Our Year Two milestones within the 2030 Vision are as ambitious as the first year and all will be proactively managed and monitored to reduce threat, harm and risk across Scotland. Underpinning all our milestones are our core values of Integrity, Fairness, Respect, and our commitment to upholding human rights.

Our [Annual Police Plan](#) provides a comprehensive overview of the 2030 Vision and what we aim to achieve and how we will do this going forward on our journey towards a sustainable and effective policing model to meet the challenges of an ever-changing modern world.

In the next year within our Safer Communities pillar we will be looking to further enhance areas such as our Policing Our Communities model and supporting Community Planning Partnerships to deliver real benefits for communities over the long term. Mental health will also be a main goal, with development of trauma informed training and mental health awareness for staff as well as embedding the work of the mental health taskforce to support decision-making around mental health calls to police.

Our workforce is also featured in several milestones, with modernisation in relation to staff investigators and the continued implementation of a new operating model for criminal justice, aimed to release more officers back to the frontline.

The Less Crime pillar will see our continued aim of utilising more Artificial Intelligence (AI) capability into policing, introducing new AI powered products to assist in everyday work.

Other technological improvements include the rollout of Body Worn Video (BWV) to officers which will help to de-escalate incidents, improve public trust in policing and reduce complaints, support officer and staff safety, and bring wider benefits to the criminal justice system. Our Policing in a Digital World workstreams also aim to better prevent, protect, prepare and pursue cyber-crime, including fraud and cybercrime reporting and analysis services. Work will also be progressed into increasing the use of roadside drug testing to establish and tackle the scale and nature of drug driving.

Supporting Victims milestones for Year Two include improving our victim referral rate to Victim Support Scotland as well as improving the quality and timeliness of cases reported to the Crown Office Procurator Fiscal Service. We will also be improving our response to victims of Antisocial Behaviour and hate crimes, providing a more consistent and supportive environment for victims.

We will also be looking to enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.

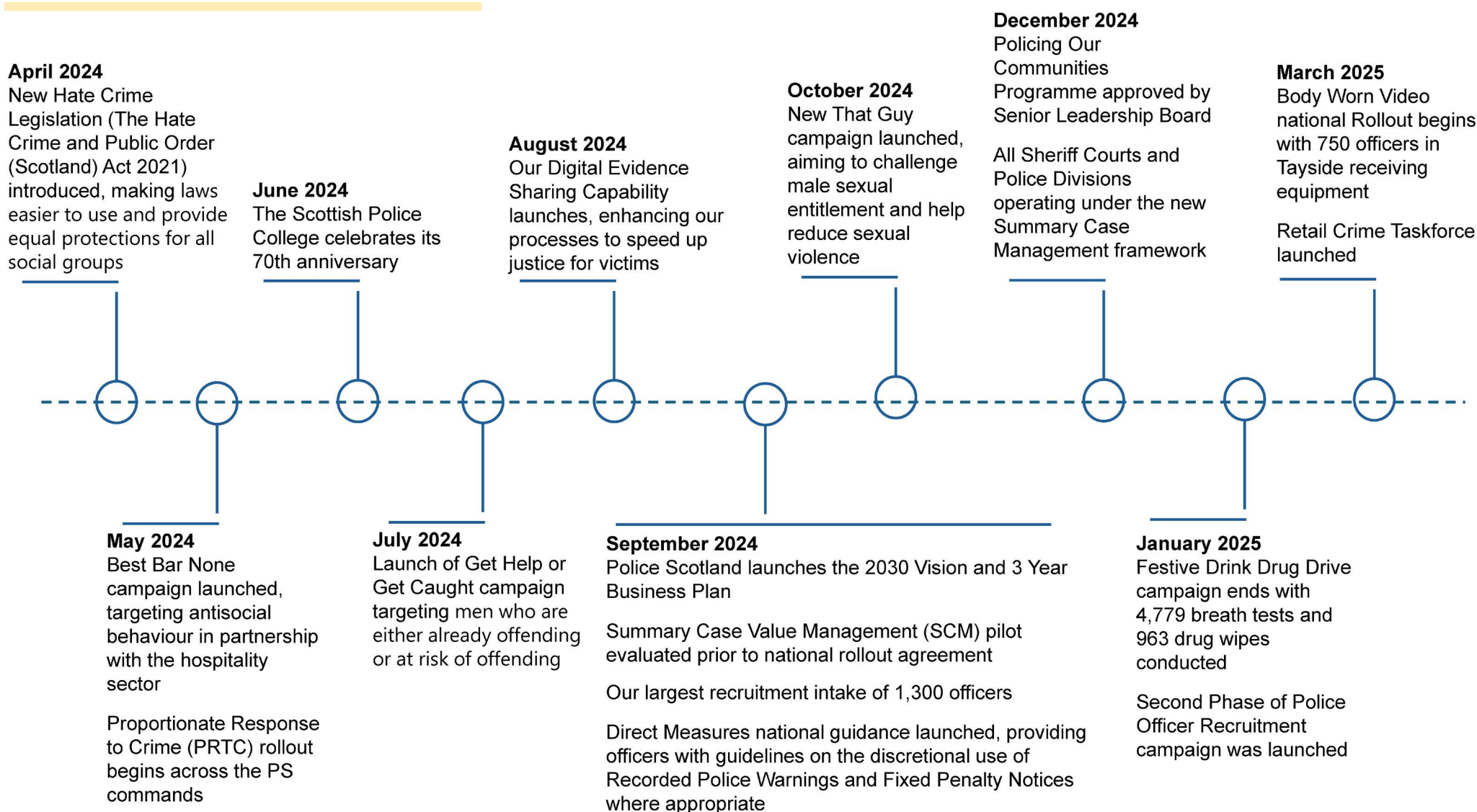
Finally, under Thriving Workforce, work will be carried out to allow police supervisors more focus on core duties and to support officer and staff wellbeing, as well as continuing to re-design officer shift patterns to enhance capability. We also will deliver accessible and responsive systems for addressing complaints against police and develop a total reward framework which is fair, transparent and which recognises achievements.

To ensure transparency and accountability we will continue to monitor and report on those milestones from Year One which were not fully achieved, ensuring that our goals continue to be met and improvements implemented.

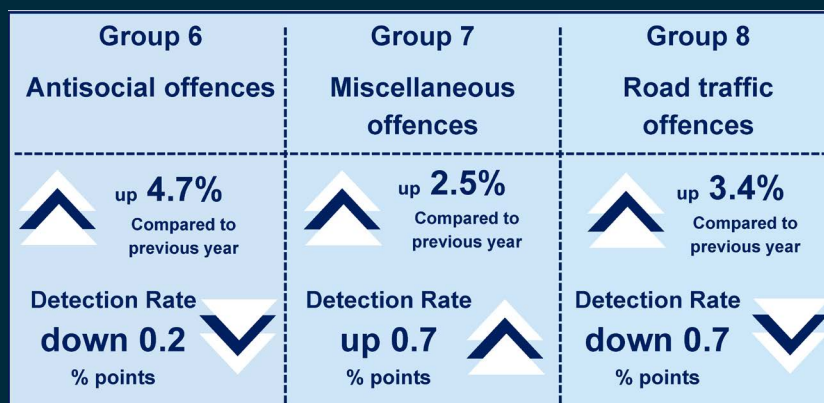
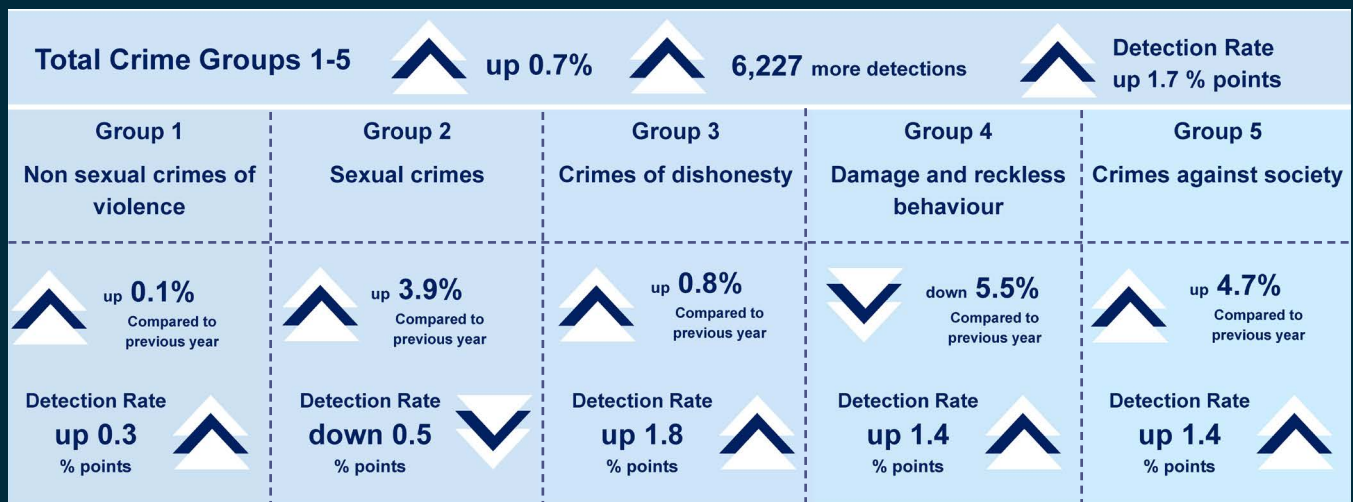
Whilst we strive to improve and evolve as an organisation business-as-usual work will continue. Across Scotland this will be a busy year with many events on the calendar such as the Genesis Scottish Open taking place in East Lothian and the Women's Scottish Open in Troon in July; the yearly TRNSMT festival in July in Glasgow; the World Pipe Band Championships in Glasgow in August; and, of course, the Hogmanay celebrations across the country, particularly Edinburgh. Police Scotland will be on hand at each event to ensure people are kept safe and can enjoy the events to their fullest.

As we continue into the second year of our journey towards the 2030 Vision we remain committed and dedicated to meeting the demands faced by a modern police service. As the second largest police service in the United Kingdom, our officers and staff remain prepared and ready to deliver the best possible service to communities across Scotland and those who come to sample our internationally renowned hospitality.

# 2024/25 Timeline



# Policing during 2024/25



**4,199**

Incidents recorded on average every day

A decrease from 4,322 in 2023/24

**99,216**

times arrested persons were brought into Custody Centres in 2024/25

A decrease from 99,986 in 2023/24

**40**

Missing person investigations per day on average

A decrease from 45 in 2023/24

**Nearly 1 in 3**

Missing person investigations had a Mental Health Marker

A decrease from 31.1% in 2023/24

**42,746**

people booked into Police Scotland Custody Centres advised that they have a Mental Health Concern

A decrease from 43,859 in 2023/24

**6,637**

Complaints recorded from members of the public

A decrease from 7,290 in 2023/24

**24.8%**

Officer assault injury rate

A decrease of 0.5% points from 25.3% in 2023/24

**64.0%**

of incidents required police attendance during 2024/25

An increase from 63.3% in 2023/24

**£17 million**

Invested over 4 years to support the health and wellbeing

of our people in 2023/24

**743,216**

calls to 999 and 1,323,059 calls to 101

A decrease of 8.8% and 3.9% from 2023/24





# Year End Key Insights:

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**Serious Violent Crime** is at the lowest recorded level in recent years

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- There were **43 homicides** recorded during 2024/25. This is 18 fewer than last year, 16 fewer than the five-year mean and the lowest homicide level on record in Scotland.
- All homicides recorded during the year have been, or are expected to be detected.
- Additionally, attempted murders and serious assaults were at their lowest levels in recent years. Attempted murders have a 95.2% detection rate – this is the second highest level in recent years and only 0.1 percentage point below last year’s rate. Serious assaults had a 79.0% detection rate – the highest in recent years.

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Incidents of **Antisocial Behaviour** at lowest level in recent years

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- Following a large increase in **ASB incidents** in 2020/21, linked strongly to COVID-19 related lockdowns, incidents of ASB reported by the public have steadily decreased year-on-year. 2024/25 saw **264,304 incidents** which was a 3.2% reduction from 2023/24 and an 18.2% decrease from the five-year-mean. This is the lowest volume of incidents in the five-year comparisons.

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**Hate Crime** detection rate at the highest level since 2020/21

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- **Hate Crime** detection rate is **up 7.6%** (65.1%) compared to last year and is the highest it has been since 2021/22.
- The Hate Crime and Public Order (Scotland) Act 2021 went live across Scotland on 01 April 2024. From that date, Police Scotland saw significant demand relating to reported hate crime. The vast majority of these, which ran to over 7,000 incidents in the first week, were made anonymously using the online reporting template.



- There was significant demand on policing in terms of FOI and media requests relating to preparedness for the legislation. These demands returned to normal levels and managed as business as usual.
- The number of hate crimes peaked in August due to community tensions relating to Operation NAVETTE (UK Disorder) and again in October 2024 due to community tensions relating to the anniversary of Operation TARLAC (Israel/Palestine conflict).

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**Missing Persons investigations** decreasing over recent years

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- The number of investigations has **decreased by 10.1%** (1,653 fewer) compared to the same period last year. Quarter 4 2024/25 recorded the lowest figures for the last three years **falling by 11.9%** from the previous quarter.
- Investigations involving children and care experienced young people have **decreased by 12.4%** (247 fewer) in Quarter 4 from the previous quarter.
- Care experience young people recorded the lowest quarter in the last three years to date.

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Around 100 Arrests as a result of **Operation INTENSITY**

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- Police Scotland has made around **100 arrests**, seized more than 200 kilograms of illegal drugs, taken three firearms off the street and safeguarded 11 children as part of a significant investigation to dismantle a **Scottish organised crime gang**.

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Improved Call Handling Answer Times for **999 and 101 calls**

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- The handling of **999 calls** remains our highest priority. During the reporting year Police Scotland achieved an average speed of answer for **999 calls of eight seconds**, one second quicker than the same period last year.
- The average answer time for **101 calls also decreased** by one minute 26 seconds to **four minutes seven seconds** when compared to 2023/2024.

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**User Satisfaction** at its highest quarterly level in the last three years

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- **User Satisfaction** from the User Experience Survey has been on an upward trend throughout the year, rising from 69% in Quarter 1 to **73% in Quarter 4**. This is the highest quarterly percentage in the last three year period.
- All user experience contact touchpoints (Ease of contact; Treatment by staff member during initial contact; Staff understanding what they needed; Police providing the appropriate response; Treatment by officers who attended the incident; and Being adequately informed about progress) note an increase when compared to the previous quarter.



SAFETY CAMERA UNIT

SAFETY CAMERA UNIT



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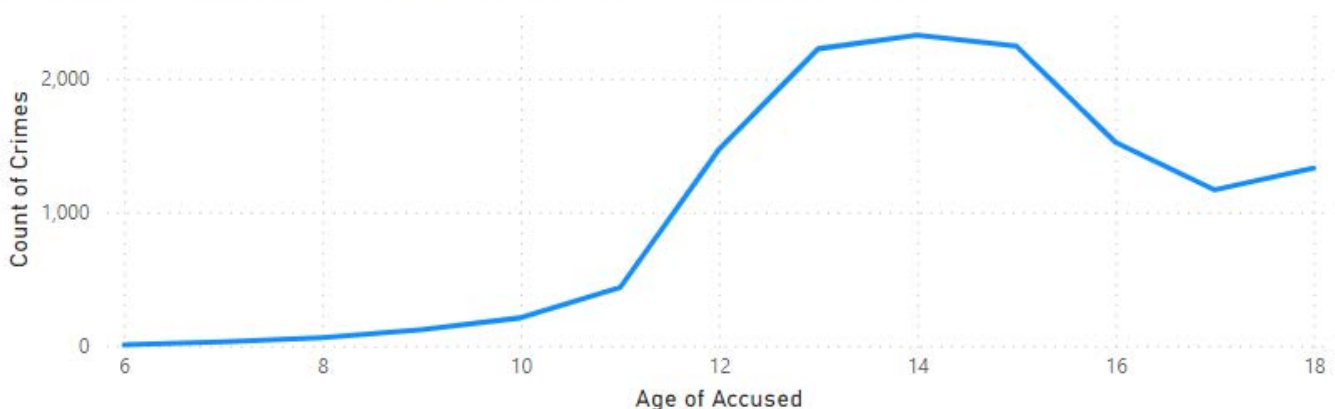


# Performance Focus/Key Insights in 2024/25

Throughout 2024/25, we provided a performance focus on a number of areas alongside identifying key performance insights. This section reflects on some of the key findings throughout 2024/25 and shows how these areas are now performing at the year-end.

In **Quarter 1** we featured analysis into **violent crime involving young people**. Key findings included 13,695 violent crimes in 2023/24 with common assaults (63.2%) and threatening or abusive behaviour (31.7%) making up the majority. Approximately two-thirds of the accused were male and as demonstrated in the following graph a trend towards younger offenders was evident and is being explored.

Number of Violent Crimes for which a Young Person was Accused - 2023/24



In response to the current trends in this area Police Scotland implemented the Violence Control Strategy. The Strategy focuses on addressing violence and youth violence and is being designed by Policing Together Violence Co-ordination with

support and insights from partners including Local Policing, Scottish Violence reduction Unit (SVRU), Children and Young People (CYP) Team and Strategic Public Health Collaboration.

The strategy draws on the data and actions highlighted through the tasking process. Violence Prevention & Licensing Coordination Unit (VPLCU) continue to engage with CYP to ensure a collaborative approach to youth violence in line with the proposed strategy. We have also increased the collaboration input into our approach to include academic research including support from the Scottish Institute for Policing Research (SIPR).

Police Scotland runs a Violence, Disorder and Antisocial Behaviour Gold Group which ensures our approach is coordinated and effective from the strategic layers, using insights and analysis to support effective local delivery through Local Policing Divisions and Community Planning structures.

**Road fatalities** featured as a key insight following a significant increase in the number of fatalities in May 2024 (21) compared to April (seven) and June (16). Over the course of the quarter the Highland and Islands Division accounted for the highest number of fatalities (nine; 20.5% of total).

In combating road deaths Police Scotland runs campaigns throughout the year. The Fatal Five Campaign, National Seatbelt Campaign and other campaigns, such as Driver Engagement North and the Motorcycle Safety Campaign allow us to direct resources to vulnerable road user groups and priority locations to improve road safety, with the results being analysed to improve their effectiveness.

At the end of the reporting year 2024/25 road fatalities had slightly increased by 4.0% (up six fatalities) compared to the previous year however significant decreases were noted in the numbers seriously or slightly injured and the number of children killed or seriously injured.

We have included a case study in this report which outlines two of our largest campaigns which ran last year, the Festive Drink Drug Drive campaign and the Motorcycle Safety campaign. Both campaigns were successful in increasing awareness of road safety, protecting vulnerable road users and/or targeting motorists committing Fatal 5 offences (Fatal 5 offences being speeding, drink/drug driving, not wearing a seatbelt, mobile phone use, and careless driving).

In **Quarter 2**, the performance focus was on **crimes of dishonesty** and the impact caused by the rise in **Theft by Shoplifting** crimes. Key findings indicated that the 22,806 shoplifting crimes were up 18.8% on the same period last year and up 60.5% on the five-year mean. The key drivers in this rise were identified as cost of living, serious organised crime, changes in retail environment, peer pressure, addiction and assaults of retail workers.

By the year-end, the number of shopliftings recorded was 44,730 crimes, which was up 15.7% on the previous year (a slight improvement from the position recorded at the end of Quarter 2).

As we move into 2025/26, the Retail Crime Taskforce demonstrates our commitment to working alongside key partners and the retail sector to both prevent retail crime occurring and to conduct thorough and professional enforcement activity to identify those responsible whenever it does arise.

### Proactive/Preventative Policing – Retail Crime Taskforce (RCTF)

The Retail Crime Taskforce (RCTF) will commence from 01 April 2025 and will deliver on each of the 4Ps of the acquisitive crime strategy, Prevent, Pursue, Prepare, Protect. The creation of the RCTF will “Provide a visible and measurable impact on retail crime.”

This will be achieved through three primary initiatives which will form the Retail Crime Taskforce;

- The creation of a dedicated multi-agency team led by a dedicated Chief Inspector to progress work across all 4P’s.
- The availability of funding to support key work across all four pillars to target criminality and develop prototypes for wider rollout.
- The establishment of the Scottish Partnership Against Acquisitive Crime, which will coordinate the collaborative efforts to deliver on the 4P strategy at both a national and local level and hold the RCTF to account for delivery.

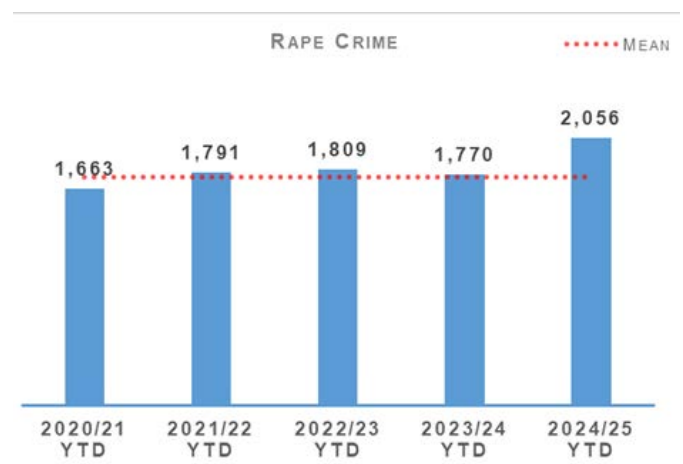
The delivery of the Acquisitive Crime Strategy (4Ps) by the RCTF will be overseen at strategic level by the SPAACE (Scottish Partnership Against Acquisitive Crime) Steering Group and at tactical level by the National Acquisitive Crime Group (NACG).

The quarter also saw a key insight highlighting strong performance with **User Experience satisfaction** across all three regions in Scotland. Overall satisfaction with Police Scotland was up 2.7% points on last year, which equated to over two-thirds of respondents to our User Experience Survey. The six-month sparklines showed satisfaction levels had been going on an upward trend since Quarter 1 into Quarter 2 with over 70% satisfaction in August and September 2024.

User experience remains high and stable at the year end, with reported satisfaction up three percentage points on the previous quarter. Overall, 73% of respondents were satisfied or very satisfied with their overall experience. This is the highest level of satisfaction in the last three year's quarterly comparisons.

Our breakdown of the contact touchpoints demonstrates high and stable levels of satisfaction. Ease of contact 79% (up four percentage points); Treatment by staff member during initial contact 87% (up one percentage point); Staff understanding what they needed 88% (up one percentage point); Police providing the appropriate response 69% (up four percentage points); Treatment by officers who attended the incident 84% (up two percentage points); and Being adequately informed about progress 54% (up five percentage points) when compared to Quarter 3.

In **Quarter 3** there was a Performance Focus on **rape crimes**. The key findings highlighted that rape was at the highest level of recording and accounted for almost one fifth of all reported sexual crimes.



At the time there had been a total of 2,056 crimes of rape which was an increase of 286 compared to the previous year. Figures showed that 70% of all rapes were committed against females over the age of 16 years and that 'recent' rapes continued to account for the largest proportion of all rapes.

The Performance Focus also noted that over half of rape crimes had a domestic element, with Greater Glasgow and the Lothians and Scottish Borders showing the highest volume of rapes across the Force. Greater Glasgow had recorded 399 crimes and the Lothians and Scottish Borders 241 crimes, which were also the largest increase compared to the previous year (up 41.5% and 47.9% respectively).

Recorded rape continues to note the highest level of reporting at the year-end position, up 15.8% (373 more crimes) compared to last year and up 17.4% (406 more crimes) against the five-year mean.

Whilst there is no specific performance focus in the Quarter 4 SPA Performance Report, the key insights will emphasise the low levels of serious violent crimes, the reduction in Antisocial Behaviour incidents, the increase in detection rate for hate crimes, the decrease in missing person investigations, the success of Operation INTENSITY, the improvement in 999/101 answer times and the high levels of user satisfaction at the end of the reporting year in March 2025.



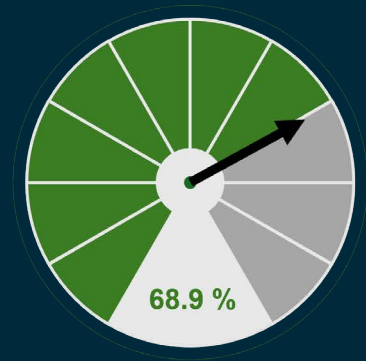
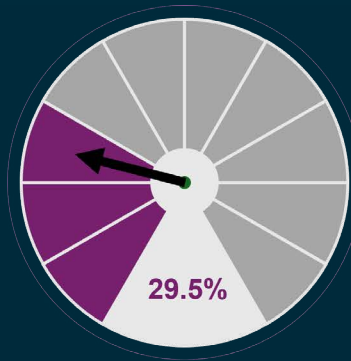
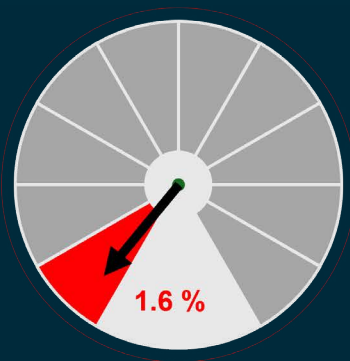


# Progress Towards Year One Milestones

**Police Scotland has been working diligently over the last year to complete as many of the Year One 2030 vision milestones as possible.**

This report provides an update on each Year One milestone, and, alongside the [Quarterly reports](#), provides performance information related to each 2030 Vision Pillar. These products complement each other and together, provide a comprehensive overview of Police Scotland’s performance.

## Overall Milestone Progress as of March 2025



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

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

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

At the end of Year One we have 42 milestones signed off as completed (68.9%) with the related activity or work now undertaken as business as usual. One milestone has been marked as not on track for completion during year one, reporting on the progress of this will continue throughout 2025/26 with updates requested on influencing factors.

A further 18 milestones (29.5%) have not been fully realised during the first year and will continue to be reported on during 2025/26 alongside the Year Two milestones.

A full breakdown of milestone progress can be found within Appendix I.



# Safer Communities

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**Under the Safer Communities Pillar we will focus on prevention, localised problem-solving and a consistent approach to community policing. We seek to increase the number of frontline officers and bring an enhanced focus to our policing priorities as well as carry out meaningful engagement with all people in our communities.**

## **Improvements in Partnership Working**

Communicating effectively with our partner agencies is also key to effective policing, and we use our Reform Collaboration Group to better align our work with the Scottish Ambulance Service and Scottish Fire and Rescue Service.

Our NHS engagement is ongoing with a Short Life Working Group co-ordinated by Scottish Government's Digital Health and Care Team to take forward a framework for sharing information with NHS Boards in cognisance of the Scottish Government's 2008 guidance to enhance our support to the people of Scotland.

The work in this area will continue to be progressed as we move forward, seeking further opportunities to work together to provide the service which our communities require.

## **Call Handling**

Our new contact platform build has also been completed to help improve our call handling systems. The Customer Relationship Management (CRM) solution, which provides contact history details to the Service Advisor, including integrations to Command and Control and by 999 Enhanced Information Service for Emergency Calls is also in progress.

## Officers in Our Communities

Our Local Policing Blueprint Model reached approval through our executive team Local Policing Corporate Management Board in November 2024 and the Senior Leadership Board in December 2024 with detailed specification work ongoing across each of the component parts.

A series of workshops have also been conducted to address the project governance structure for delivery of the Local Policing Service Delivery Review (LPSDR), and it has now been approved that the LPSDR becomes the Policing Our Communities Programme with six component parts grouped into three core projects; Communities First Project; Local Crime and Public Protection Project; and Local Policing Enabling Services and Support Project.

### Case Study – Operation INTENSITY

Operation Intensity, which began in May 2023, involved officers from the Organised Crime and Counter Terrorism Unit and targeted a criminal network operating across the country, including in Dumfries, Ayrshire, and Central Scotland.

Police Scotland made around 100 arrests, seized more than 200 kilograms of illegal drugs, seized three firearms, and safeguarded 11 children as part of a significant investigation to dismantle a Scottish organised crime gang. Intelligence indicated the group was well resourced and was exploiting vulnerable people in some of our most deprived communities to fund their crimes.

Couriers travelling by car were used to operate dealing lines, who were then resupplied from safe houses. The arrests, in both rural and urban areas, took place within a number of local divisions, spanning from Argyll to Tayside.

Forty-six search warrants were executed as part of action to disrupt the gang, which resulted in large quantities of drugs, including cocaine, heroin, ecstasy, pills and herbal cannabis being seized. More than £600,000 in cash and firearms, including a handgun, air weapon and a BB gun, were also recovered with ammunition.

Alongside this enforcement activity, 11 children were safeguarded after officers identified they were at risk from the gang as part of their criminal activities. They were referred to partner agencies or passed into the care of family members.

## Creating Capacity

Over the last year we have been making efforts to ensure that as many police officers as possible are working in Scotland's communities.

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### Witness Citations have reduced by 22%

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In October 2024 the Crown Office and Procurator Fiscal Service (COPFS) changed local court witness citations, expanding the time available between the personal issue and return. This has led to a reduction in the volume of witness citations Police Scotland is required to serve, with a steady reduction of 22% reported. More work is ongoing to understand the demand and possible digitalisation of the process, which will help more officers spend time working in communities.

In addition, work has been ongoing to enable the Remote Provision of Witness Evidence, allowing officers to provide testimony from designated evidence-giving rooms within the police estate. Since implementation, approximately 30% of police witness evidence has been delivered remotely, with a notable increase in adoption during 2024, rising to around 40%.

We have also worked with the COPFS to redevelop the Standard Prosecution Report (SPR) which will improve efficiency and accuracy of our reports. Progress has been

made with regards to the priority areas identified including scoping, workshops and design which is culminating in a final report due to be completed in the first quarter of 2025. The new SPR will assist in reducing the number of officers cited to court as well as the number of productions required for court cases, helping officers spend less time doing paperwork.

## Community Engagement

Engaging with our communities is an essential part of policing, whether that takes the form of listening to their needs or providing information on what we have done. We have been working to improve and develop our approach to public consultation, engagement and participation.

We are committed to developing a police service which reflects the society we live in, whilst recognising this is changing at pace, as is demand on policing. Our Policing Together Strategy acknowledges that contact and engagement with the police is strongly linked to public confidence and trust in policing. The public rightly has an expectation that they will be able to contact us and receive the right response.

A new Communities Pillar has been created within the Policing Together Strategy which will enhance our commitment to understanding and responding to the diverse needs of Scotland's communities.

In addition to this we have refreshed and relaunched our Community Advisor Programme which will improve diversity and knowledge across the Force in relation to our approaches to local policing and operations.

## Three Community Relationship Specialists have now been recruited

Police Scotland have recruited three Community Relationship Specialists to help support engagement and build sustaining relationships across our diverse communities. The team have been carrying out scoping exercises and have been focused on understanding the current landscape for policing within local and national forums and partnerships.

An engagement framework for minoritised communities is being developed to support local and specialised policing. A tracking tool for engagement activity is in development to enable enhanced insight and understanding of community feedback and needs.

Significant progress has also been made to date towards enhancing our public consultation, engagement and participation opportunities for policing. This has been achieved through the appointment of specialist roles (such as the Community Relationship Specialists mentioned above), developing stakeholder engagement to ensure full awareness and involvement of relevant groups, and working with business areas to break out of organisational silos and enhance proactivity.

We also continuously run our national surveys to better understand what we are doing well and where we need to focus more attention. These surveys include our [Your Police survey](#) which is open to everyone to provide feedback and views on policing in their area; the [User Experience survey](#) which is independently run to measure and enhance people's experience when contacting Police Scotland; [Victim-Survivor feedback](#); and the [Estates Engagement survey](#) which is an open and inclusive national conversation on proposals within local areas.

We also have our [Public Engagement Hub](#) which provides visibility and transparency of national and local engagement activities including 'you said, we listened, we did/doing' feedback. The results of all these surveys are analysed and assessed to ensure we listen to the needs of communities and respond appropriately.

## Workforce Modernisation

Work also continues to progress to civilianise roles (Command & Contact Centre, Firearms Licencing and Investigation roles) which will release officers from these positions to front line roles. The introduction of civilian investigators has already had a significant impact in several areas such as Operation KOPER (the investigation into care home deaths), where the investigators have provided the operational resilience required to meet the continuing priority demands. The civilian investigators have also proved invaluable in the reporting of sudden deaths, with investigators providing assistance and guidance in collecting crucial information for the completion of sudden death reports.

## Resource Management

Having the right officers at the right place and time is also crucial to policing, and work has been continuing at pace on our Force Mobilisation Model (FMM). The FMM will improve our frontline service delivery by enabling officers to dynamically respond to threats and priorities.

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**126 officers are expected to return to the frontline each weekend**

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Policy changes around High Demand Days (HDDs), and Operational Deployment Days (ODDs) are being implemented, meaning all officers in Police Scotland are now available

for HDDs and a target of 40% of officers available for ODD sought. This will result in approximately 126 Full Time Equivalent officers being returned to frontline policing each weekend throughout the year by reducing event abstractions to local policing.

An example is officers from National Divisions assisting in greater numbers at special events, such as football matches. At the Scotland versus Finland football match in June 2024, 23 officers from National Divisions were able to support; at the upcoming Scotland versus Iceland match in June 2025 there will be 49 National Division officers deployed, an increase of 113%, helping to bolster local policing resources. Similarly, for the Hearts versus Hibernian football match in March 2025, 161 National Division officers were deployed compared to 45 at the same fixture in February 2024, an increase of 257.8%.

Work is also on track for next year to re-design shift patterns for officers, mobilising around 400 additional officers each weekend through the year.

## Tackling discrimination

We have also been working to further embed our understanding of everyday discrimination and application of equality and inclusion in our work. The Policing Together Equality, Diversity and Inclusion team has made significant progress this year in this core organisational priority.

Officers and staff have access to resources such as Inclusion Starts with I, Unconscious Bias, How to be an Ally, Deconstructing Institutional Discrimination, and Empower Hours. Police Scotland engaged Mission Diverse to deliver a pilot of anti-racism training which is currently being evaluated and are working with them to develop the content for roll out across the organisation.

Our new recruits all receive policing in a Diverse Society training which is a half day input at the Scottish Police College covering practical aspects of policing and provides advice to equip officers to police diverse communities in line with our force values.

Alongside the new recruits, an anti-racism learning package has also been delivered to Police Scotland and the Scottish Police Authority Executive Teams to reinforce our commitment to becoming an anti-racist and anti-discrimination organisation, helping us to best serve the diverse communities living within Scotland.

Alongside the Scottish Police Authority, we have developed a new set of joint equality outcomes that will help ensure policing better represents, reflects and serves our communities. The joint Equality Outcomes for Policing (2025 to 2029) were developed following extensive internal and external engagement.

The seven outcomes cover both quality in employment and in service delivery:

1. Reporting crime and community concerns confidence and support
2. Accessibility of services and communications
3. Meaningful engagement
4. Violence against women and girls
5. Representation and colleague voice
6. Leadership and colleague experience
7. Colleague support

The full report can be found on our [strategic planning](#) page of the Police Scotland website.

## Officer Recruitment

**We aimed to recruit 1,300 new police recruits in September, our largest intake**

We have been working on our officer recruitment, with September 2024 seeing our biggest ever recruitment campaign, looking to recruit around 1,300 new officers. This is our largest ever number of new officers. Using the core message 'A Job Like No Other,' the campaign was supported with officer led videos telling honest stories of what made those officers decide to join.

The second phase of the national advertising campaign to recruit police officers across Scotland was launched in January 2025.

This campaign encourages potential candidates to consider the transferable skills they can bring to the role of police officer and explains why policing is a job like no other.

A quarterly analysis on recruitment and selection candidate survey results has also been created, showing that 95% of candidates rated the overall recruitment experience as positive in May 2024.

This increased to 100% for both intakes in July and September. We committed to increasing officer numbers to a maximum of 16,600 and achieved this in November 2024.

## Body Worn Video

### Case Study – Body Worn Video

Ensuring our officers have the best equipment for the job is also essential, and in March 2025 the national roll-out of body worn video started across Police Scotland. Around 750 officers in Tayside were the first to receive the equipment and, as the roll out progresses this coming year, more than 10,500 cameras will be issued to frontline officers from constable to inspector ranks, including police custody staff. At the time of writing, there have been 12,796 recordings made already, with 768 of these being evidential recordings and **370** pieces of footage successfully transferred to Digital Evidence Sharing Capability (DESC).

Body worn videos significantly enhance public confidence and support officer and public safety by providing effective and transparent evidence of police and public interactions. The technology will also improve the quality of evidence presented in court to deliver faster justice for victims by increasing early guilty pleas, reducing time spent at court for victims, witnesses and police officers.

An early example of the effectiveness of BWV occurred in the first few hours after officers and staff in Tayside began using the equipment. A custody prisoner was refusing to attend court and was intimidating violence towards staff, however on turning their videos on and advising the prisoner of same the incident de-escalated quickly and they cooperated.

Our national public consultation on body worn video received more than 9,000 responses and showed overwhelming support for its introduction, with 81% agreeing that it would increase public confidence in policing. Going forwards we will continue to explain our use of this important technology including assurance around data privacy and human rights considerations. Body Worn Video is expected to be introduced to the Highlands and Islands and North East in summer 2025 before moving into the east of the country in the autumn.





## Naloxone

### Naloxone administered at 211 incidents this year

All frontline officers continue to be equipped with naloxone, an emergency, first aid response to opioid/opiate-related drug overdose situations. In total over the 2024/25 year there were a total of 211 incidents where officers and staff administered naloxone throughout Scotland. Since the national rollout of Naloxone began in August 2022 Police Scotland has attended 691 incidents where naloxone has been used, with several administrations having to be used at some incidents.

## Road Policing

Throughout the coming summer months Police Scotland will be working alongside our road safety partners to offer Rider Refinement courses across the country. These courses take place over one day and aim to raise awareness of the importance of road safety and make riders think of the personal consequences of taking risks. Led by police motorcyclists and accompanied by an observer from the Institute of Advance Motorists, the course will look at key risk factors and provide riders with the knowledge and skills to be safer. Having previously run as a pilot programme only in the north of Scotland, the success of the courses has led to a national rollout this coming year.

### Case Study – Road Policing

Throughout the year Police Scotland's Road Policing Team with support from officers in communities have been running campaigns to increase awareness of road safety, protecting vulnerable road users and/or targeting motorists committing Fatal 5 offences (Fatal 5 offences being speeding, drink/drug driving, not wearing a seatbelt, mobile phone use, and careless driving).

Over December 2024 and into January 2025 we ran our Festive Drink Drug Drive campaign, which saw road policing and local policing officers working together to target and deter drink and drug drivers. Through pro-active patrols, using data to target key areas, and responding to information from members of the public, officers carried out 4,779 breath tests, resulting in 439 positive roadside samples, and a further 963 drug wipe tests, with 522 positive roadside tests.

Last summer we also conducted our Motorcycle Safety Campaign, timed to run through the peak spring/summer riding period of March to September. Road Policing and the National Motorcycle Unit carried out dedicated patrols on popular biker routes with a strong focus on the contribution all road users can make to reducing rider casualties by adopting the right attitude and driving behaviours. A total of 2,259 riders were stopped, with 309 offences detected. An additional 72 offences committed by other road users were also detected during the initiative.

## People in Our Communities

Scotland has always been a diverse and welcoming society, and we embrace and seek to support all people in our communities.

Our Neurodiversity Strategic Working Group (NSWG) is now in its second year and has evolved to be at the vanguard of supporting neurodiverse colleagues and communities in policing.

With a maturing delivery plan and reach across the organisation the NSWG coordinates and brings expertise to the growing number and complexities around neurodiversity, an issue that touches every aspect of policing.

The early part of the year saw a focus on supporting the organisation's response to the proposed Learning Disability, Autism and Neurodiversity Bill, work which remains ongoing. In addition to this the NSWG has focused on supporting neurodivergent probationers and enhancing guidance and signposting across the organisation.

In addition, the NSWG launched a dedicated Neurodiversity Support Intranet page containing lived experiences videos and links to support and help. We are also supporting a pilot peer support scheme for neurodiverse colleagues working in the Lanarkshire area.

The NSWG 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 for first line managers. To create these opportunities Police Scotland hosted its first Neurodiversity Knowledge sharing event in partnership with Napier University, Scottish Institute for Policing Research, and the Global Law Enforcement and Public Health Association.

The event brought together our key partners to share ideas and learning on the two key areas of "Our People" and "Our Public." Along with key partners this groundbreaking event was also attended by some 100 police officers and staff who benefited from the professional and personal development which will only enhance our organisational response.

## Case Study – Community Advisors

The refresh of the community advisor recruitment and deployment process means that there are now 30 deployable advisors within the cadre, providing Police Scotland with greater representation of minoritised communities.

They hold a number of specialisms including race, religion, ethnicity, LGBTQI+, Disability, HBV, Age, Refuge & Asylum, human rights and general equality and inclusion knowledge. There are currently advisors available with specialised knowledge of Chinese, Polish, Gambian, Iraqi, Iranian and Nigerian communities.

There is now greater utilisation of the advisors and their area of expertise, with six deployments in 2024 and 10 deployments in 2025 at the time of writing. These deployments assist in our decision making and considerations around incidents of note and Community Advisors have been consulted on a number of high-profile incidents including the murder of 15-year-old schoolboy, Amen Teklay, in Glasgow earlier this year.

Their expertise and guidance has been pivotal in building networks with community leads to identify actions that will ensure meaningful engagement to mitigate potential community tensions.



# Less Crime

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**Under the Less Crime pillar, we will modernise our approach to resource deployment to ensure the right resources are available at the right times to respond to crime, public threats, risks and harms; We will adopt a national approach towards proportionate response to crime; We will equip our workforce to identify patterns and anticipate where crimes are likely to occur; We will improve integration of science technology, data and digital innovation in policing.**

## Tackling Crime in Scotland

At the end of 2024/25, total group 1-5 crimes are up 0.7% on the previous year (2,051 more crimes), and up 3.6% on the five-year mean (10,410 more crimes). Group 4 crimes (damage and reckless behaviour) have decreased from the previous year and the five-year mean, with all other crime groups recording increases compared to both time periods. Increases in Group 1 (non-sexual crimes of violence) and Group 3 (crimes of dishonesty) have both increased by less than 1% from last year.

Within crime groups 1-5, a number of crimes have seen a reduction from both last year and the five year mean.

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### **18 fewer homicides recorded this year**

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43 homicides were recorded during 2024/25, 18 fewer than last year and 16 fewer than the five-year mean. This is the lowest number of homicides ever recorded in Scotland in any given reporting year. Five of these crimes were domestic related. All homicides recorded during the year were, or are expected to be, detected.

Attempted murders were at their lowest levels in recent years, with 252 recorded (down 1.2% on last year, three fewer crimes). Attempted murders had a 95.2% detection rate, the second highest level in recent years and only 0.1% point below last year's rate. Serious assaults were also at the lowest level in recent years and had a 79.0% detection rate, the highest in recent years.

Police Scotland is developing a Violence Control Strategy anchored in the 4 P's framework of Pursue, Prevent, Prepare and Protect. The Scottish Violence Reduction Unit (SVRU) has played a significant role in supporting the strategy, delivering a range of impactful projects aimed at reducing violence and addressing its root causes.

More details of this can be found in the Police Scotland Quarters 3 and 4 Performance Reports.

One of the four key areas of focus on the above-mentioned Violence Control Strategy is possession of weapons. 11,219 weapon offences were recorded during 2024/25, up 4.2% on the previous year (450 more crimes), and up 11.1% on the five-year mean.

### **Case Study – Forth Valley Division Knife Crime Initiative**

In February 2024, Forth Valley Division reported a 31% rise in offensive weapon-related crimes compared to the same period in the previous year. A Short Life Working Group was established to review analytical data and identify key patterns including hotspot locations, weapon types and perpetrator profiles, and incident context.

A three month initiative ran from September to December 2024, coinciding with key seasonal periods. Key measures included proactive patrols, community education and enforcement actions. 124 Charges were made involving 159 offences and weekly incidents involving offensive weapons decreased from 16 to 12. The initiative also enabled enhanced data driven policing, integrating perpetrator profiles and hot spot mapping.

The initiative highlighted the value of a public health approach to crime reduction, utilising School-based officers with partner agencies including COPFS and colleagues in CJSD. Sentencing and disposal charges served as effective deterrents.

The combination of data-driven policing, community engagement and targeted interventions underpins the success of violence reduction strategies. Moving forward, Police Scotland will continue to monitor trends and adapt these frameworks to address violence effectively.

Further information on this initiative can be found in the Police Scotland Quarter 3 Performance Report.

Threats and extortion saw their first year on year decrease over the last five years, with 1,750 recorded in 2024/25. This is down 27.2% (653 fewer crimes) compared to last year. It does remain up 22.5% on the five-year mean, however this may indicate a plateau in these crimes has been reached.

Figures will continue to be monitored going forward to determine this. Similarly, fraud is down for the second year in a row, with 15,253 recorded this year (down 6.1% on last year, 990 fewer crimes) however remains up by 4.8% on the five year mean.

The last two quarters of 2024/25 saw notable decreases in overall housebreaking crimes, with a 17.9% reduction recorded at the end of Quarter 4 (1,610 fewer crimes). Common Theft also reduced by 5.5% (1,384 fewer crimes) with both crime types also down on the five-year mean.

Motor vehicle crime has decreased by 9.8% compared to the previous year (1,111 fewer crimes) and is down 11.0% compared to the five-year mean. All motor vehicle crime types are down with the exception of attempted theft of motor vehicle (up 13.6%, 66 more crimes).

This is in contrary to a 7.6% reduction of theft of motor vehicle, with 4,200 recorded (344 fewer than last year).

## Proportionate Response to Crime (PRTC)

The Proportionate Response to Crime allows crime reports created via Direct Crime Recording (DCR) to be directly filed by local policing divisions where there are no proportionate lines of enquiry. The DCR is a process that allows the details for a crime report to be obtained from a caller without the requirement for police attendance. The PRTC investigation process only applies to certain Theft cases, Vandalism, s170 of the Road Traffic Act (Fail to Stop) and some vehicle crimes, including Theft from MV. The PRTC does not apply to Theft of MV, Theft HB, Assault and Fraud and also those which have a hate crime aggravation.

The national roll-out of the Proportionate Response to Crime (PRTC) process has been successfully completed across all command areas. Following the initial pilot in the North East Division, the phased implementation began on 01 May 2024 in the North Command, followed by the East Command on 27 May 2024, and the West Command on 24 June 2024. This strategic approach has allowed Police Scotland to enhance its efficiency in handling low-threat, low-harm, and low-risk crimes.

## An Estimated 71,047 Front-line Police Officer Hours Released

Since the roll-out, 13,445 DCR crime reports have been directly filed, representing 3% of all crime reports recorded during this period. This has resulted in the release of an estimated 71,047 front-line police officer hours, freeing up front line Police Officer time concentrate on crime prevention and local priorities.

The PRTC process has been well-received, with user experience surveys indicating a general understanding and acceptance of the new system among the public. Continuous monitoring and evaluation through bespoke surveys and the Your Police survey have shown stable levels of public confidence and satisfaction.

Importantly, the PRTC process ensures that victims of crime are provided with a clear and transparent understanding of the investigative process. By assessing crimes early for proportionate lines of enquiry, Police Scotland can manage expectations effectively and ensure that victims are informed when no further investigative actions are possible.

### Case Study – Proportionate Response to Crime – Caller Report of Theft

A caller reported that their bag was left unattended in a public park. On returning home they realised their mobile phone was no longer in their bag. The caller was unable to trace or track their phone as it was turned off, leading the caller to believe someone had found their phone. There was no CCTV covering the area. The caller was advised that the crime report would be recommended for closure. The caller re-contacted police to advise that their phone now appeared to be on and showing a live location. The crime report was re-opened and allocated to a local officer for enquiry. Following enquiries, the caller's phone was recovered and the person responsible was traced.

### Person-Centred Approaches

Direct Measures, including recorded police warnings (RPWs) and antisocial behaviour (ASB) fixed penalty notices (FPNs), play a crucial role in how we address offending which would attract a low tariff in court. They allow us to take a person-centred approach that ensures we can address minor offences quickly, fairly, and as close as possible to when the crime was committed.

Appropriate use of direct measures benefits victims, communities and police officers by reducing demand associated with completion of standard prosecution reports (SPRs).

The relaunch of direct measures was implemented on 04 November 2024 in conjunction with updated Lord Advocate's Guidelines (LAGs) and is now embedded as business as usual (BAU) across all local policing divisions. New national guidance was made available to support police officers in the use of 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).

An interim review of Direct Measures was completed by Criminal Justice (CJSD) and Crown Office and Procurator Fiscal Service (COPFS) which identified no major concerns surrounding inappropriate use and proportionality of use.

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## **Recorded Police Warnings increased by 32.3% this year**

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The number of recorded police warnings has increased by almost one third compared to last year (6,176 more, up 32.3%). Antisocial behaviour (ASB) fixed penalty notices have decreased (519 fewer, down 12.2%).

Police Scotland are working with Scottish Government and COPFS to have a legislative amendment to include Sect 38 offence for ASB which should improve the usage. This work will continue into the 2025/26 reporting year.

## **Planned Voluntary Interview Pathway**

The Planned Voluntary Interview Pathway Project (PVIP) has been established to create alternative pathways to interview to remove the requirement of attending at custody. National Guidance and Equality & Human Rights Impact Assessment (EqHRIA) have been completed for the development of the rights-based process.

After a successful test period, the national roll out commenced on 02 December 2024. Over 500 interviews of suspect persons have been successfully conducted by officers on this pathway. Feedback has been wholly positive from users and criminal justice partners.

A communication and engagement strategy has been delivered to officers and key criminal justice partners. The project will continue to be monitored through the Criminal Justice Improvement Group.

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## **Custody throughput reduced by 770 at the end of this year**

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PVIP has been designed to alleviate the demand placed on custody suites by negating the necessity to travel to and from custody centres whilst increasing the time officers can spend in communities. At the end of Quarter 4, custody throughput reduced following 11 consecutive quarters of increased numbers (770 fewer, down 0.8%). It is assessed that PVIP is a contributing factor to this decrease and is minimising the pressure applied across the wider criminal justice system.

## Transforming Summary Justice

As part of the Criminal Justice reform, The Summary Case Management (SCM) pilot was launched at a selection of courts in Scotland to transform summary justice and bring early resolution for victims and witnesses, a reduction in police officers attending court and to decrease case backlogs.

Following its success, a decision was taken to roll it out to all courts across Scotland. The results of the pilot were published in September 2024 noting that the cases dealt with in the pilot courts were resolved quicker, improving the experience of victims and witnesses.

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**SCM pilot saved approx.  
18,000 witnesses/  
police officers being  
cited for court**

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An estimated 18,000 witnesses, including approximately 11,000 police officers were not cited or recited to attend court unnecessarily during the pilot period. More than 500 summary (non-jury) trials did not require to be fixed as a result of SCM and it is estimated that had it been in place at a national level during the pilot period, approximately 3,300 trials would not have been fixed and a further 50,000 police officer citations would not have been issued. In addition to these benefits. Police Scotland also saw a reduction of first issue citations for domestic abuse cases by up to 34% in all pilot courts.

## Fraud and Cybercrime - Innovation/Data/Systems

As part of our investment to develop our data science, AI and data analytics capabilities, a new data science centre of excellence has been established, with five data science specialists hired.

A new proof of concept environment installed and ready for early exploration and a new “starter-kit” artificial intelligence (AI) platform has been procured. The full platform is due to be implemented via business as usual in June 2025.

Investing in capabilities outlined within our Policing in a Digital World workstreams will better prevent, protect, prepare and pursue cyber-crime, including, delivery of Police Cyber Alarm (PCA), the establishment of a cyber and fraud specialist division, enhancing Police Scotland's existing digital forensic capability and obtain internationally recognised accreditation and to develop cyber and online training for the workforce.

They 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.

A new Police Scotland Cyber and Fraud Unit has commenced including the Cyber Choices Scotland (CCS) workstream aiming to create a sustainable model agile to the threat posed by Cyber and Fraud. Significant benefits are expected for victims, Police Scotland and the wider UK law enforcement arena because of this work which directly aligns to the 2030 Vision and the Three-Year Business Plan.

Investment in this area positively enables officers and staff to search, interpret and generate value and insights from various data sources. By equipping our workforce to identify patterns and anticipate where crimes are likely to occur will allow earlier interventions and targeted patrols as well as enabling a broader understanding of emerging crime challenges.

The use of data analytics will allow us to identify and reduce repeat victimisation and repeat offending. Improved use of cutting-edge technology, training and the availability of guidance and support will enhance our service to communities and victims.

Engagement is ongoing with various key internal and external stakeholders to gather all relevant information and approvals required while articulating these benefits. These stakeholders include Scottish Crime Recording Board, Scottish Police Authority and City of London Police.

The decrease in recorded fraud crimes continued into Quarter 4 and was down 6.1% on the same period last year (990 fewer crimes). Compared to the five-year mean there remains an increase of 4.8% with the current figure higher than the pre-COVID-19 period by 4,400 crimes (up 40.5%). The detection rate for fraud has seen an 2.5% point increase compared to the same period last year, however this remains 11.7% points below the pre-COVID-19 detection rate in 2019/20.

### Case Study – Cyber and Fraud Unit

A new Cyber and Fraud Unit (CAFU) has gone live within Specialist Crime Division (SCD) bringing together existing departments including, Cybercrime Investigations and Digital Forensics, Serious and Organised Crime Financial Investigation, Cyber Harm Prevention, and Policing in a Digital World Programme.

Established as part of the Chief Constable's three-year business plan, it has been introduced to develop our capability and enhance our response to Cyber and Fraud in Scotland.

The CAFU was referenced under the Fraud Strategy and Operating Model Project, led by our Policing in a Digital World Programme (PDWP).

This project includes implementation of a revised Cyber and Fraud Target Operating Model (TOM) which will be phased out over the coming years, bringing us more aligned with wider UK Law Enforcement through a 4 P's approach (Pursue, Prevent, Protect and Prepare).

### Case Study – Cyber Choices Scotland

Cyber Choices Scotland (CCS) will be taken through Police Scotland Governance as Police Scotland's response to diverting those away from Cyber criminality utilising the framework of the Cyber Choices programme in England and Wales to identify, engage and divert young and vulnerable people who may be susceptible to be drawn into cyber criminal behaviour to make more positive choices.

The CCS project is firmly within the Cyber Prevent space and is being developed to be a collaborative partnership approach with CyberFirst, YouthLink Scotland, Young Scot and others.

Policing in a Digital World Programme (PDWP) have begun preparing their updated Annual Report for 2025 which will outline the successes and next steps being taken to deliver against Police Scotland's 2030 vision.

## Cybercrime and Digital Investigation Technologies

Ransomware continues to pose a significant threat to businesses across the United Kingdom, with Ransomware-As-A-Service (RaaS) groups continuing to cause disruption to companies in several key industry areas including construction, the legal profession and the healthcare sector.

Police Scotland has refreshed its training programme to increase the capability of officers to utilise Cyber Kiosks to triage devices seized in relation to ongoing investigations. This has increased our capability to triage digital devices, enabling investigators to secure evidence quicker and minimise what is processed through our digital forensic labs.

Investment scams involving cryptocurrency continue to be a common threat to communities, with criminals actively using social media to advertise fraudulent investment platforms. Police Scotland continues to develop its recently expanded cryptocurrency tracking capability, with several officers across the country receiving training in the use of specialist tools

and techniques to trace the movement of cryptocurrency assets. By analysing transaction patterns, these specialist investigators can identify suspects, uncover criminal networks, and potentially identify opportunities to seize illicit funds.

Police Scotland's Digital Forensic Labs continue to experience significant demand requesting examination of electronic devices seized during investigations.

Cybercrime Digital Forensics continue to receive a significant number of time-critical requests from COPFS via Standard Forensic Instructions (SFIs). During this reporting period, 70% of ERFs approved by the Cybercrime Gateway were submitted because of an SFI issued by COPFS.

### **Case Study – Identifying Vulnerable Victims of Fraud: The Banking Protocol**

The Banking Protocol is a multi-agency initiative between law enforcement, banking institutions and Trading Standards. Its aim is to identify vulnerable victims at the earliest opportunity, who are in the process of being defrauded of funds from their bank accounts by unscrupulous criminals and to intervene to prevent these crimes.

If staff suspect customers are being coerced or the transaction is as a result of fraud, the transaction is stopped, and the Police are contacted.

The Protocol is designed to provide a standardised method for how these concerns are dealt with and reported to police and to stop multiple victimisations.

In 2024/25 there have been 1,016 incidents accounting for £3,747,873 of fraud being prevented. This initiative continues to succeed in protecting the vulnerable victims of fraud and its success demonstrates the value of the public / private partnership model.

A recent example during September involved a 70-year-old male customer who had a block on his account. He wanted to send £7,000 to release funds relating to his wife's inheritance, the sum being \$21 Million. The customer attended the bank demanding the release of his money however the payment was prevented. Police attended and a crime report was raised for fraud.

## ASB and Disorder

### Incidents of Antisocial Behaviour at **lowest level** in recent years

Incidents of antisocial behaviour (ASB) include disturbance, public nuisance, communications, noise, damage, neighbour disputes and drinking in public incidents. Incidents of ASB and complaints of disorder were at their lowest level in recent years. The number of antisocial offences, however, rose by 4.7% from last year. This includes threatening or abusive behaviour, breach of the peace, hate aggravated conduct, consuming alcohol in designated places (local bye-laws), urinating and other alcohol related offences.

It should be noted that last year saw significantly fewer antisocial offences than usual, and this year's 45,329 offences, of which 85.1% were crimes of threatening or abusive behaviour, was 14.8% below the five-year mean.

The Scottish Government recently published a working group report on antisocial behaviour. Police Scotland are working alongside partners to evaluate and provide a response at this time.

#### Case Study – Operation MOONBEAM

Policing Together's Violence Prevention and Licensing Coordination Unit (VPLCU) continue to support Operation MOONBEAM (the national public order response to prevent violence and disorder over the bonfire period) in both the prevention phase and the implementation of Firework Control Zones.

As part of this, VPLCU will provide an on-call service during key dates throughout the bonfire period to offer legislative advice. In collaboration with Scottish Fire and Rescue Service and Fearless, we are delivering safety inputs to children on the dangers of fireworks and pyrotechnics.



# Supported Victims

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**Under the Supported Victims pillar, we will better support victims in Scotland, offering improved trauma informed victim care; We will continue to develop our understanding of violence against women and girls; We will provide a more consistent and supportive environment for victim to report hate crime; We will commence national rollout of Summary Case Management (SCM) pilot; We will improve the justice experience of domestic abuse victims; We will use a public health approach to reduce the number of victims of violent crime; We will improve our public contacts.**

## **Protect all children and vulnerable people from harm**

The enforcement of existing legislation has allowed us to challenge men's demand for prostitution and continue to work with partners to support females to exit prostitution. We have enhanced our training for all frontline police officers to educate on the signs of human trafficking and about the ways in which the various forms of human trafficking can take place, such as, modern day slavery, forced criminality and sexual exploitation.

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## **Collaboration with international law enforcement**

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We have also developed relationships with international law enforcement agencies and work in collaboration to support victims and target perpetrators.

### **Case Study – Operation RECLOIR**

Intelligence emerged in 2021 about a crime group targeting vulnerable women. We established Operation RECLOIR with joint work to create options for prevention, multi-agency communication and victim care.

The investigation was reliant on meeting public health needs of victims and harnessing the support of communities. We had never worked at this scale. The operation was launched to target a gang of suspected human traffickers in the Tayside area.

Four men and one woman were convicted at the High Court in Glasgow on Thursday 09 January 2025, following an extensive investigation into sexual exploitation, human trafficking and the supply of drugs in Dundee. They are due to be sentenced at a later date.

In addition to the enforcement action, significant partnership work was undertaken to provide victims with access to agencies providing suitable support for their needs. Work in this area remains ongoing to ensure their welfare and long-term safeguarding.

Policing Together division's Victims and Witnesses Team have been engaging directly with Victim Support Scotland (VSS) through regular face to face meetings. We discuss respective challenges and issues to help improve referrals to Victim Support Scotland (VSS) from Police Scotland to ensure we are aligning to the 2030 Vision. We are also reviewing our current trauma informed training to roll out a programme, ensuring our workforce is trauma informed, and person centred.

We are a key partner in the Trauma-Informed workstream of the Victims' Task Force. We are working together to create and deliver a plan to embed trauma informed practice into our organisation as part of the wider delivery plan for the justice sector and in line with the National Trauma Transformation Programme.

### Case Study – Your Care Card

We received specific feedback during our victim consultation regarding the Police Scotland Victim Care Card (VCC) which supported improving the accessibility, rebranding, and modernisation of the card. Consulting with 'The First Word' communications company, the card was reviewed and rebranded as the Your Care Card (YCC) to contain enhanced features:

- Information and contact details for Victim Support Scotland,
- A QR code to access the relevant Police Scotland internet page to victim and witness needs.
- The ability for officers to offer the card in different ways, such as through email via their hand-held devices.
- A 'how to guide' for officers to learn more about the YCC on the Police Scotland intranet page.

The new YCC is having a positive impact on victim contact performance, support referrals and in compliance for delivery of care. Since the card was launched there was a 27% increase in referrals to Victim Support Scotland in February 2025 compared to the same month in 2024.

## UNCRC and Corporate Parenting

A governance framework is in place to drive ongoing delivery through the Policing Together, Children and Young People Team daily business. Strategic engagement continues via a range of key stakeholders, including the Scottish Government and SPA. As of March 2025, Policing Together have recruited staff to support the development and delivery of the Children's Rights Impact Assessment (CRIA) process. A draft CRIA and guidance document have been developed, with future integration planned alongside EqHRIA under the Equality and Diversity portfolio.

The Corporate Parenting Plan has been formally launched. A test of change project across Greater Glasgow local policing division has been ongoing since 2020. This is aimed at reducing the criminalisation of care-experienced children and young people by reducing police contact and processing of low threshold criminal behaviour.

Such is our commitment to support engagement and future planning, we recruited two care-experienced young people, via the Scottish Youth Parliament to provide us with living experience and learning. A Corporate Parenting Working Group has been established to drive delivery, following the formal launch of the Corporate Parenting Plan. Engagement is ongoing with Learning, Training and Development to enhance Corporate Training opportunities across the organisation.





### Case Study – Operation WOODWHITE

On Monday 27 January 2025, five men and two women were given Orders for Lifelong Restrictions and jailed for a total of 93 years for sexually abusing four young children in the Glasgow area. They were convicted in November 2023, following an eleven-week trial at the High Court in Glasgow.

The offences took place between 2012-2019 and were reported to police in June 2019. Following an extensive investigation under Operation WOODWHITE, eleven individuals were arrested and charged in October 2020.

This was a complex and challenging investigation for a team of officers and staff who had to work through the most harrowing evidence to bring those responsible to justice.

We worked closely with a range of partners in Social Work, Health, Education, Crown Office and the third sector to protect and support the victims. We are committed to supporting victims of sexual crime and protecting children from harm and abuse.

Greater Glasgow Child Abuse Investigations Unit who worked tirelessly during Operation WOODWHITE were recognised in The Chief Constable's Bravery and Excellence Awards, 2024.

## Violence Against Women and Girls

Policing Together EDI Team and Local Policing Divisions have recruited three Community Relationship Specialists to specifically advance our approach to community engagement with a focus on minoritised communities.

The work to eradicate Violence Against Women and Girls (VAWG) across Police Scotland is significant and sits across several policing areas such as Public Protection, Professional Standards, Policing Together and policing in a digital world.

A key piece of work has commenced to transform the current VAWG implementation plan, making it more streamlined and aligned with the Scottish Governments Equally Safe delivery plan and focused on the current impact areas that affect VAWG. The new VAWG plan will be flexible enough to address key issues whilst providing updates on the areas that we have delivered on.

## LGBTQI+ Citizens' Panel

Police Scotland has commissioned a deliberative Citizens' Panel for LGBTQI+ people. This forms part of Police Scotland's programme of activities to embed evidence-led approaches to service delivery and decision-making.

The Panel will produce a set of recommendations for Police Scotland on what action can be taken to build trust and confidence in the police and enhance service delivery. The decision to hold a Citizens' Panel is in recognition of the importance of the lived and living experiences of LGBTQI+ people in our diverse communities across Scotland.

Over recent years, Police Scotland has embedded an Engagement and Participation Framework in the service, making a commitment to meaningful engagement and participation in the decisions which affect people and policing across Scotland.

### Case Study – LGBTQI+ Citizens' Panel

Our public confidence, trust and user experience data has highlighted that, as a minoritised community, some LGBTQI+ people have greater worries about safety in their area and are less confident in policing for a range of reasons, which are complex. To begin to address this, we commissioned our first deliberative Citizens' Panel in 2024.

The Chief Constable apologised to the LGBTQI+ communities of Scotland previously for the harm caused by policing in the past and has sought to make progress, through our Policing Together programme, ensuring that policing becomes an anti-racist, anti-discriminatory organisation for all people in Scotland.

We have worked with around 20 LGBTQI+ people drawn from all over the country over several months to listen, understand, and learn together about what we can do. We wanted to know more about what part Police Scotland, and broader society, could and should do to make the necessary change. Collectively, the Panel sought to answer the question *"What does Police Scotland need to change and do to build greater trust and confidence amongst LGBTQI+ people?"*

Police Scotland will receive a recommendations report from the Panel in late June 2025 and we look forward to working with our partners, and our diverse communities, to do what is needed to achieve our 2030 Vision of safer communities, less crime, supported victims and a thriving workforce.

## Improving justice process to better support victims

### Digital Evidence Sharing Capability saved **15,693** hours

We continue to work with other criminal justice partners to redesign and enhance our processes to speed up justice for victims. Our Digital Evidence Sharing Capability (DESC) is live in the North and East regions, following successful roll-out. Delivery into the West commenced March 2025, with full completion due in September 2025.

At the end of the 2024/25 reporting year 31,387 community invites were issued which, in most cases, should negate the need to physically collect digital evidence. This equates to a saving of 15,693 hours (9.75 Full Time Equivalent). Also, 134,000 pieces of digital evidence have been lodged, 6,800 officers and staff trained in the usage of the system, and 19,636 evidence files disclosed by Crown Office and Procurator Fiscal Service (COPFS).

### Case Study – DESC Benefits

There has been a well-documented rise in shoplifting across the UK. Most shops have CCTV cameras, but many have difficulty sharing evidence in a timely manner or in a way that is viewable to police. Gathering CCTV footage is also time consuming. Resource from Police Scotland and retailers is required to obtain the evidence on a disc or USB pen drive, store, and transport.

DESC provides technology that allows CCTV footage to be provided to the police in a simple, fast, and viewable format. Police Scotland and retailers have been engaging to allow citizens and retailers to share evidential footage of crimes being committed immediately after a crime has been committed. This allows the police to review the footage, identify the person involved and determine the crime and charges where appropriate. This evidence can form part of a police report and be onward shared with the prosecution, defence agent representing the perpetrator and the court instantly after the retailer has provided it.

This new process led to a prolific shoplifter in Edinburgh being quickly identified and apprehended for high value thefts. Within 24 hours of the crime taking place the evidence was shared with the prosecution and defence solicitor, leading to a guilty plea at court the following day. This removed the risk of the perpetrator committing further crimes, saved time and effort for witnesses, and led to swifter justice.

Summary Case Management (SCM) is being rolled out nationally, ensuring that evidence is shared at the earliest opportunity leading to earlier guilty pleas. This phased approach allows for a structured and efficient transition to the SCM process nationwide.

By December 2025, all Sheriff Courts and Divisions will be operating under the SCM framework for handling summary business.

This comprehensive roll-out will standardise case management practices, improve operational efficiency, and create greater opportunities for early resolution and evidence agreement across Scotland.

SCM has commenced in Sheriff Courts across Dunfermline, Kirkcaldy, Falkirk, Stirling, Aberdeen, Inverness, and Edinburgh. Full national rollout will be completed by December 2025.

The significant benefits in respect of reduction in Police witness citation and swifter justice for victims is apparent across all SCM Divisions.

## **Mental Health Pathways**

The C3 Mental Health Pathway (MHP) is now fully operational within C3 Division of Police Scotland with ongoing oversight by both C3 and the Mental Health Taskforce (MHTF) within Policing Together Division.

This service allows call handlers to provide an appropriate response to those experiencing mental health crisis and distress by re-directing mental health demand to the NHS24 Mental Health Hub. The MHP has enabled C3 Division to prioritise resource deployment to high harm areas of Policing, to the benefit of victims and those most vulnerable within our communities.

From January 2025, the Quality Assurance Unit (QAU) within C3 Division have implemented a revised quality assurance process. Daily reviews of randomised MHP incidents are quality checked, and real-time learning and feedback is provided to officers and staff within C3 Division in terms of alignment of the process, good practice identified, and residual risks mitigated, with incidents reopened if further actions are required. C3 QAU also link in regularly with the MHTF, where joint quality assurance processes ensure an entire review by both Police Scotland and NHS24.

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## **1,339 Referrals to Mental Health Pathways in Quarter 4 2024/25**

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In Quarter 4 2024/25, Police Scotland made a total of 1,339 referrals to the MHP. A total of 120 referrals were reviewed by the QAU, some jointly with the MHTF, from which staff across C3 Division demonstrated consistent good practice by proactively identifying mental health concerns using their communication skills, with good adherence to set processes and procedures.

The MHP continues to lead to improved outcomes for members of the community who require specialist care and support at first point of contact whilst better utilising the available resources of Police Scotland to help victims of criminality.

### **Case Study – Mental Health**

Taking a multi-agency partnership approach, our response to mental health distress and crisis has been developed to ensure people receive support from the right agency, at the right time, allowing officers to redirect to core policing duties.

Police Scotland, the Scottish Government and the Scottish Police Authority established a Partnership Delivery Group (PDG) to drive activity following the publication of the His Majesty's Inspectorate of Constabulary in Scotland (HMICS) review of policing mental health in Scotland in October 2023.

The framework for collaboration was developed with the PDG and has been informed by those who will be instrumental in delivering change, including our third sector partners and people with lived experience.

Using the Mental Health Index, now a nationally recognised document within Police Scotland, we can ensure officers have a direct line of contact to a clinician within their local Health Board.

A qualitative assessment is currently ongoing to identify if this service is fulfilling the needs of frontline officers.

As part of the continual learning and improvement culture within C3 Division, built on feedback from practitioners and learning from incident reviews, C3 Governance and Improvement have collaborated with colleagues from Learning and Development and helped develop a revised e-learning training packages for both the Mental Health Pathway and THRIVE assessment process.

This training to improve the quality of contact handling by C3 Division is 97% complete. Additionally, the THRIVE refresher training continues within C3 now as business as usual activity, following the closure of The Contact Engagement and Resolution (CERP) Project.

We continue to engage with stakeholders, including third sector partners, in National partnership workshops, to redesign the services relative to mental health unscheduled care.

The final report is under evaluation with next steps planned for 2025. We have collaborated with Policing Together, Corporate Communications and several planning groups in the creation and development of a Mental Health Communications Plan and progressed the Unified Communications & Contact Platform (UCCP) project.

Policing Together remains focused on consolidating the significant progress made over the past year in advancing a prevention-led approach to reducing violence and supporting victims across Scotland. We are committed to driving forward the research, development, and integration of a public health model. This approach is embedded within core business functions and will remain a strategic priority in shaping future operational and policy decision.

# Thriving Workforce

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**Under the Thriving Workforce pillar, we will modernise our workforce and become an anti-racist, anti-discriminatory organisation; We will transform our back-office functions; We will ensure our continued presence in communities; We will take a coordinated approach to health, safety and wellbeing of our people; We will reshape our training and development offer to reflect future skills; we will continue to invest in our people.**

## Equality, Diversity and Inclusion

Public confidence in policing is influenced by three key factors: police visibility, public and community engagement, and policing culture. Policing Together plays a crucial role in shaping the policing culture and values.

To ensure transparency and accountability, Police Scotland publishes the Equality, Diversity and Inclusion (EDI) Mainstreaming and Equality Outcomes Progress Report. This report highlights the commitments and progress made towards achieving Equality Outcomes 1-8. The report acknowledges the objectives, measures, and activities undertaken by Police Scotland, demonstrating their commitment to fulfilling their promises.



To help us meet the general equality duty set out in the Equality Act 2010, we have a specific duty to publish a set of Equality Outcomes at least every four years and report on progress at least every two years.

On 30 April 2025 we published our [Police Scotland and SPA Joint Equality Outcomes for Policing 2025 – 2029](#) along with our [Mainstreaming and Equality Outcome Progress Report](#) concluding the 2021-2025 outcomes.

Our new outcomes consist of four external facing outcomes covering; Reporting Crime and Community Concerns, Accessibility of Services and Communications, Meaningful Engagement and Violence Against Women and Girls and three internal outcomes; Representation and Colleague Voice, Leadership and Colleague Experience and Colleague Voice. The outcomes were developed following extensive internal and external engagement and a comprehensive review of a variety of evidence sources.

### Case Study – C3 ONE

C3 ONE is C3 Division's commitment to Police Scotland's EDI Strategy - 'Policing Together'. Its vision is to ensure that C3 Division is welcoming, inclusive, and representative of the communities we serve and that our people demonstrate our values.

In December 2023, C3 Division launched a four-year plan for Equality, Diversity and Inclusion, aligned with Policing Together, and Police Scotland's Equality and Diversity Strategy. The C3 ONE strategy was approved at the Policing Together Tactical Group following extensive consultation with the Diversity and Staff Associations.

To identify and support work in this area, focus groups are being established to bring together practitioners to share lived experiences and provide direction in to how we progress change under the framework, including the establishment of an Inclusion Advisory Panel.

Further to the C3 ONE framework, C3 Division has hosted a number of events, including a further Neurodiversity drop-in session and events for Mental Health Awareness Week, while collaborating with Policing Together to mark Black History Month.



## Health and Wellbeing

### **Almost £17million has been invested over four years to support our workforce health and wellbeing**

We have invested almost £17million over four years to support the health and wellbeing of the workforce. The investment has provided colleagues with an improved employee assistance programme (EAP) and new occupational health services.

The new and improved occupational health (OH) contract has now been in place since April 2024, and the associated new occupational health portal has since been launched. Early data tells us that by the end of December 2024 our new occupational health provision has received 3,501 service requests.

Over half of these (55.6%, 1,947) were for advice to support the management of absence, attendance at work or understand an employee's capability to work. Performance data tells us that over 80% of these calls were successfully completed.

The new Occupational Health (OH) contract with Optima Health has now been in place since April 2024, and the associated new myOH portal launched on 03 September 2024.

Since September 2024 and the introduction of the myOH Portal;

- received 5,833 referrals (for reports/reviews of complex cases/further medical evidence)
- provided 3,018 'fit for task' medicals (e.g. for work involving firearms, driving, diving, etc.)
- provided 1,450 assessments (night worker/hearing/psychological)
- provided 1,418 recruitment medicals

In 2024/25 our EAP helpline received 1,956 calls and its online portal was accessed 4,427 times. The EAP provided counselling services for 1,104 people. Counselling interventions appear to have led to positive improvements, with 86% of individuals showing an improved score from the first of their sessions to the last.

Health and wellbeing have been working closely with our contract management team to implement structures and systems to ensure they are positively impacting Police Scotland. Since the introduction of the portal, we have seen an improvement in the delivery of case management, fitness for task medicals and pre-employment/ placement assessments within timelines. The portal allows us to scrutinise each service area and monitor the service delivery and performance of the contract, identifying areas that may require attention.

## Development

We continue to engage with and listen to our people as the 2024 Workforce Survey has been designed and delivered. The service has committed to a workforce survey on an annual basis. A lesson learned exercise of the process will be conducted to deliver improvements and timeliness of the survey and results ahead of the launch of the 2025 survey later this year.

Continuous progress is being made for a colleague engagement platform, which is on track for completion in 2025/26. This will allow us to ensure officer and staff feedback leads to real action.

An amalgamation of the proposals were presented to the Senior Leadership Board (SLB) in December 2024 for learning and development to come together in one structure. The creation of 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 is underway.

Operation URIEL, a centralised training function was approved at Senior Leadership Board. This will see the majority of other training functions across the organisation merging with the Learning Training and Development (LTD) function to provide holistic management, standards and governance around training delivery.

Benefits include consistency of training standards, centralised management of budgets, maximised and more flexible use of training resources including classrooms, a more streamlined relationship with the College of Policing. It is also assessed that the move to a single training approach should provide equal access to resources and development opportunities, promoting a culture of inclusivity.

It will facilitate and enhance the sharing of best practice and collaborative learning, leading to a more skilled and adaptable workforce.

Professional Standards (PSD) continue to engage with law enforcement colleagues throughout the UK, specifically but not limited to Greater Manchester Police and the Met. Learning and best practice is shared and where relevant, adopted to make improvements to efficiency, fairness and accountability.

## **1,100 members of our workforce have attended workshops on staying well and understanding resilience**

Lifelines Scotland is a national project to support the wellbeing and resilience of Scotland's emergency responder community. 1,100 of our workforce have attended workshops on staying well and understanding resilience, since the project began.

Key findings from an evaluation conducted earlier this year were:

- 91.8% of respondents recalled the training either went well or very well.
- Over 70% of respondents think about the messages from the session(s) on a daily or weekly basis, suggesting the training was memorable and impactful.
- Over 86% of respondents rated at least eight or above (out of 10) for recommending the session to others. This indicates that our people believe these sessions are worthwhile for their colleagues and peers to attend.

### **Case Study – Upgrading Infrastructure**

We continue to operate an ongoing, rolling refresh of our client endpoint devices with approximately 3,000-4,000 per annum being replaced to ensure that they remain secure and performant.

The replacement of all airwave radios (7,000 in 2024/25) is required due to age of devices and ability to support the latest security updates.

Work is taking place to pilot the upgrade of the new Windows 11 operating system due to Windows 10 becoming end of life in October 2025, following on from this we will then roll out Windows 11 to the rest of the organisation.

The evolution of flexible, scalable connectivity to underpin delivery of all new digital services will see the upgrade of the National Network. 2025/26 will see early planning and development in this investment to replace our infrastructure.

The capital plan for 2024/25 seen approx. £19m allocated into Digital to ensure that our infrastructure and key end user devices remains secure and performant.



# Appendix I – Summary Status of Year One Milestones

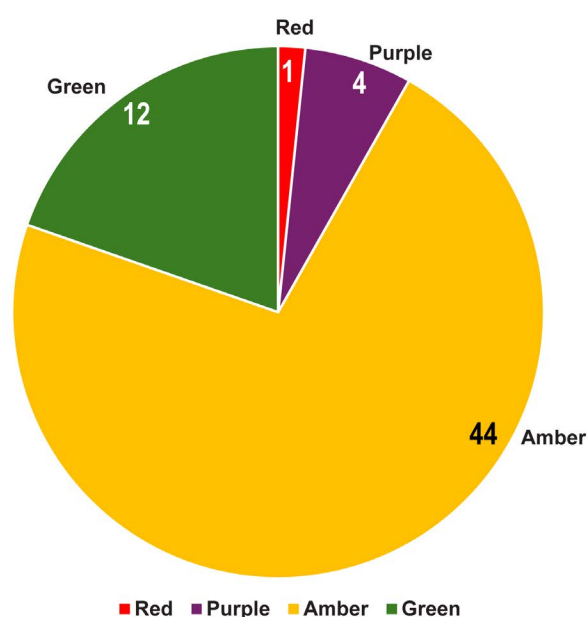
When considering the status for each milestone the following guidance has been adhered to:

<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 – Bi-Annual (as at Quarter 2)

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

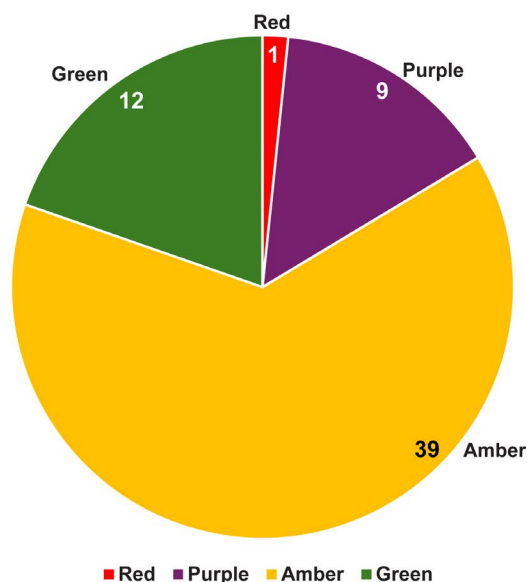
Biannual Report  
Summary of Year One Milestones RPAG Status



## Summary of Year One Milestones RPAG Status – Updated February 2025

RPAG Status	Number
<b>Red</b>	1 (1.6%)
<b>Purple</b>	9 (14.8%)
<b>Amber</b>	39 (63.9%)
<b>Green</b>	12 (19.7%)

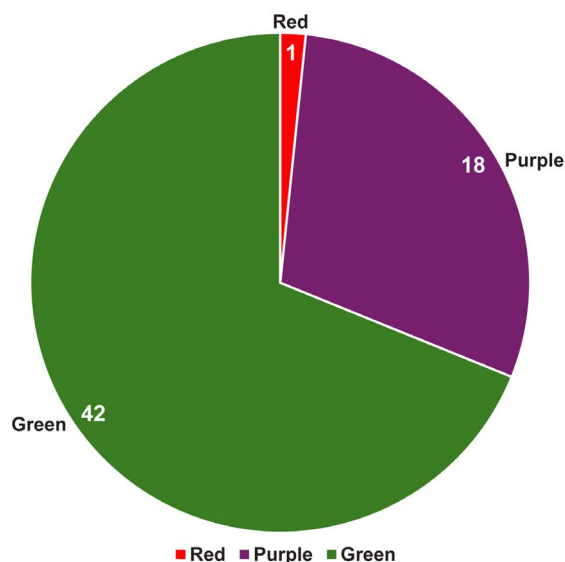
February Snapshot  
Summary of Year One Milestones RPAG Status



## Summary of Year One Milestones RPAG Status – Updated March 2025

RPAG Status	Number
<b>Red</b>	1 (1.6%)
<b>Purple</b>	18 (29.5%)
<b>Green</b>	42 (68.9%)

Year End  
Summary of Year One Milestones RPAG Status



At the end of Year One we have 42 milestones signed off as completed with the related activity or work now undertaken as business as usual. One milestone has been marked as not on track for completion during year one, reporting on the progress of

this will continue throughout 2025/26 with updates requested on influencing factors. A further 18 milestones have not been fully realised during Year One and will continue to be reported on during Year Two alongside the Year Two milestones.

# Appendix II – 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.

The table shows the RPAG Status presented in the Biannual report, the RPAG status in February 2025 snapshot and the year end RPAG status.





## Safer Communities – Milestone Updates

**Year One Milestone:** 1.01 Progress work to strengthen our community policing model to meet current and future needs. **Strategic Lead** (ACC Local Policing East).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** The redesign of back-office support is linked to the work being undertaken within Local Policing Service Delivery Review.

It is important to reflect that at the time of writing the 3-year plan, the detail of the Enabling Services Review had not been fully scoped. ESR has delivered against an agreed schedule of activity.

Phase 1 of the review is complete but that is only 50% of the whole, although it does include Business Support Units (BSUs). Recommendations have been reviewed, and planning is underway for delivery to commence through 2025.

Phase 2 of ESR has commenced. Giving due consideration to other reviews that have taken place within Digital, Change and Fleet, ESR reviews of these areas may be rescheduled for 2026.

Redesign work is well underway, and delivery will follow throughout the coming years. Please note that some of the recommendations are dependent on the delivery of a strategic corporate service technology platform which sits under Enabling Policing for the Future (EPF) programme. Therefore, final and effective redesign of corporate service may not be possible until we have delivered the technology.

**Year One Milestone:** 1.02 Begin to re-organise local policing approaches to incident response, community policing, local investigation, public protection and divisional support. **Strategic Lead** (ACC Local Policing East).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** The update for this milestone is included as part of milestone 1.01.

**Year One Milestone:** 1.03 Start critical updates of our call handling systems to improve stability and unlock new functionality. **Strategic Lead** (ACC Local Policing North and C3).

**Biannual RPAG**

**Green**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** The new contact platform build has been completed with telephony and email user acceptance testing completed.

**Year One Milestone:** 1.04 Design and develop approaches to engage and involve the public and communities in policing services and challenges. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Amber**

**February RPAG**

**Purple**

**Year End RPAG**

**Green**

**Year End Summary:** Over the past year, Policing Together has collaborated with Strategy, Insight and Engagement to review progress and assess the impact of our work in advancing Police Scotland’s approach to public consultation, engagement and participation. This review has highlighted clear, meaningful progress in embedding a more inclusive and responsive model.

To reinforce this direction, the Policing Together Strategy has been refreshed to include a new Communities Pillar, underscoring our commitment to understanding and responding to the diverse needs of Scotland’s communities.

Additionally, a full refresh and relaunch of the Community Advisor Programme has been undertaken with revised job and role descriptions, supported by a recruitment drive to improve diversity and knowledge across the cadre and they are now regularly deployed at the tactical level to support police approaches and operations.

As part of this, we have invested in dedicated capacity through the recruitment of three Community Relationship Specialists, with a focus on strengthening engagement with minoritised communities.

**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. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Purple**

**February RPAG**

**Purple**

**Year End RPAG**

**Purple**

**Year End Summary:** ACC Policing Together is actively engaged with blue light partners through the Reform Collaboration Group to identify and focus on opportunities to align with already ongoing work. The project is progressing towards implementation with an expected commencement of Spring 2025.

This milestone will be carried over and reported against during 2025/26.

**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. **Strategic Lead** (Chief Financial Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** The 2023/25 Partnership Delivery Plan (PDP) defines core workstreams that Policing Together actively delivers and monitors through established governance structures, including the Senior Leadership Board and the SPA Policing Performance Committee.

These initiatives are now embedded as standard operational practice. Additionally, the COSLA/SOLACE asse-sharing principles are in effect, supported by a Scottish Government commitment to fund Masterplan development.

**Year One Milestone:** 1.07 Increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities. **Strategic Lead** (Director People and Development).

**Biannual RPAG**

**Amber**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** This milestone has been delivered and operating as business as usual.

**Year One Milestone:** 1.08 Conduct a rank ratio review to support increased frontline supervision capacity. **Strategic Lead** (Director People and Development).

**Biannual RPAG**

**Green**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** Communications plans and support mechanisms are included in the Enabling Services Review (ESR) Stakeholder Analysis and Engagement Plan.

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. **Strategic Lead** (ACC Operational Support).

**Biannual RPAG**

**Red**

**February RPAG**

**Red**

**Year End RPAG**

**Red**

**Year End Summary:** Work in relation to this milestone is progressing. DCC Operational Policing has approved progression of filling key gaps in the Resource Deployment Unit (RDU) structure which will contribute to delivering Operational and Business Priorities. In terms of technical solutions to support the RDU in resourcing, a Procurement Exercise for Duty Management replacement is progressing.

A Capital Bid is being considered for a telecommunications package to assist with force mobilisation and a telephony system is being progressed to allow helpdesk functionality. A request has been submitted to Corporate Communications to redesign the RDU Intranet Page to be more user friendly and interactive, including the creation of automated forms for requests.

Force Mobilisation Model (FMM) work is progressing at pace, with modelling being put in place to identify officers shift patterns. The High Demand Day (HDD) and Operational Demand Day (ODD) process is progressing and by way of an example, Operations for the Boyne parades resources have been identified, and this was carried out more than 120 days from the date of the operation with the aim that all officers involved will have this as part of their duty roster at the regulatory published time of 91 days' notice.

A briefing paper proposing Carry Over of annual leave was recently approved which will reduce the number of applications by around 60%; subgroup allocation process is being reviewed to simplify the mutual swap process, and the governance of Annual Leave applications are being reviewed.

**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.  
**Strategic Lead** (Director People and Development).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
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**Year End Summary:** A consultancy firm has been appointed following a procurement exercise (Skills for Justice) and work in relation to reviewing posts is progressing. The key activity is currently to develop a suite of police officer profiles. Next steps include role templates being reviewed and People and Development engaging with divisions for them to identify the key skills that are related to policing establishment.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 1.11 Adjust our approach, in liaison with partners, to responding to mental health related incidents and non-crime related vulnerability.  
**Strategic Lead** (ACC Policing Together).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** As we look ahead into Years 2 and 3, Policing Together will prioritise the evolution of our response to mental-health related incidents. This includes the development and implementation of innovative, evidence-informed approaches, underpinned by strong cross-sector collaboration.

A robust governance framework, with regular reporting to the Force Executive and with Scottish Police Authority, will ensure sustained leadership focus and accountability. This work will be embedded into business as usual, driving continuous improvement and aligning with our wider ambition to deliver more person-centred, preventative policing.

This work will continue to be reported on during 2025/26 within Milestone 1.36.

**Year One Milestone:** 1.12 Increase capacity of police officers who are supporting the administration/ operation of judicial processes. **Strategic Lead** (ACC Criminal Justice Services Division).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
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**Year End Summary:** Further efficiencies to be realised during 2025/26 in respect of Remote Provision of Witness Evidence (RPWE), Standard Prosecution Report (SPR) 3 Development, Edinburgh Court Pilot National Rollout, and Court Scheduling Application.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 1.13 Reduce the volume of witness citations that police officers are required to serve. **Strategic Lead** (ACC Criminal Justice Services Division).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** During 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 allows time for late replies to be received and subsequently reduce the volume of witness citations that Police Scotland is required to serve. This has shown a steady reduction of 22% with more work ongoing to understand the demand associated with summary cases and exploring the possibility of digitisation. HMICS are currently preparing to inspect this area with the Inspector for Prosecutions in Scotland.

**Year One Milestone:** 1.14 Enhance the response to missing people enquiries through multi-agency partnerships. **Strategic Lead** (ACC Policing Together).

<b>Biannual RPAG</b>	<b>Green</b>	<b>February RPAG</b>	<b>Green</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** Work will now commence to deliver improvements from the HM Inspectorate of Constabulary in Scotland (HMICS) inspection and our internal review to deliver operational improvements in partnership work at a local level and to influence key partners externally.

**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. **Strategic Lead** (Director Strategy and Analysis).

**Biannual RPAG**

**Green**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** 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. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** The Policing Together Strategy, set through to September 2026, underpins a continuous commitment to cultural transformation within policing.

While the formal strategy has a defined timeline, its implementation and the broader culture improvement agenda are embedded as core business, sustained through a dedicated governance structure.

Strategic alignment is ensured across key frameworks, with the People Strategy and related People Plans fully integrating Policing Together priorities.

Additionally, the forthcoming 2025-2029 Joint Equality Outcomes for Policing are being developed in direct alignment with this strategic approach, reinforcing a unified direction across organisational change programmes.

This work will continue to be reported on during 2025/26 within Milestone 1.38.

**Year One Milestone:** 1.17 Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation. **Strategic Lead** (ACC Policing Together).

**Biannual  
RPAG**

**Amber**

**February  
RPAG**

**Amber**

**Year End  
RPAG**

**Purple**

**Year End Summary:** Police Scotland has embedded a robust, business-as-usual (BAU) process for policy review and development. The P&D Policy Team’s Rational Decision-Making Model, prioritising annual policy reviews was successfully applied in 2024/25 and continues into 2025/26. Policy Support now leads both cyclical and ad reviews across the operational record set.

Additionally, three EqHRIA Development Officers have been appointed to enhance our EqHRIA processes. This milestone will continue into Year-2 to reflect a transition phase, allowing for the opportunity to embed the new staff, with progress monitored throughout Year-2.

This milestone will be carried over and reported against during 2025/26.



**Year One Milestone:** 1.18 Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.  
**Strategic Lead** (ACC Policing Together).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
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**Year End Summary:** The Policing Together EDI Team has made significant progress on this milestone, embedding EDI learning as a core organisational priority.

Annual mandatory EDI training ensures consistent knowledge building. Year 1 - Established Baseline EDI awareness - covering legislation, bias, privilege, diversity in policing, and workplace responsibilities. Year 2 - Focused on Upholding our Values - linking values to behaviour, addressing institutional discrimination and driving cultural alignment.

Complementing this are CPD resources, including Inclusion Starts with I, Unconscious Bias, How to be an Ally and Deconstructing Institutional Discrimination.

Police Scotland has also engaged Mission Diverse to deliver anti-racism workshops- initially for Constables and equivalent staff, now scaling organisation wide.

Policing Together deliver Policing in a Diverse Society Training to all recruits at the Scottish Police College. This remains a live approach to training, constantly evolving to stay up to date with societal changes and forms part of the core training for every recruit. This is designed to give officers at point of recruitment a better understanding of the diverse communities they will be expected to police in line with our force values.

An Anti-racism learning package has also been delivered to PSOS and SPA Executive Teams, reinforcing the commitment to becoming an anti-racist and anti-discrimination organisation.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 1.19 Develop our Culture Dashboard, capturing key metrics that inform progress and evidence of culture change and improvement. **Strategic Lead** (ACC Policing Together).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** The culture dashboard is being developed by the Analysis and Performance Unit and is currently in phase 2 user acceptance testing. It is on-course for delivery April 2025.

**Year One Milestone:** 1.20 Increase support and coordination around disability, LGBTQI, race and religion portfolios with community partners. **Strategic Lead** (ACC Policing Together).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** In February 2025, the Policing Together EDI Team and Local Policing Divisions advanced key strategic priorities by embedding a new 'Communities' Pillar within the PT Strategy portfolio. Three Community Relationship Specialists were recruited to strengthen engagement with minoritised communities.

Additionally, Police Scotland launched a considered Citizen's Panel focused on LGBTQI+ communities, supporting an evidence led approach to service delivery and decision making. The Panel will develop actionable recommendations to enhance trust, confidence and policing outcomes.

This initiative builds on Police Scotland's Engagement and Participation Framework, reinforcing a long-term commitment to inclusive community-informed policing as part of core business.

**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. **Strategic Lead** (Chief Digital and Information Officer).

<b>Biannual RPAG</b>	<b>Purple</b>	<b>February RPAG</b>	<b>Purple</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** To ensure sustained progress and integration into core operations, a robust governance framework has been established, reporting directly to the SPA and Police Scotland Executive. Delivery will continue through Policing Together business-as-usual. Strategic engagement is ongoing via the Victims Taskforce workstream and will be advanced through a coordinated, cross-sector implementation plan.

**Year One Milestone:** 1.22 Continue to support our neurodivergent colleagues and communities. **Strategic Lead** (ACC Local Policing West).

<b>Biannual RPAG</b>	<b>Green</b>	<b>February RPAG</b>	<b>Green</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** Police Scotland has a Neurodiversity Strategic Working Group (NSWG), led by ACC Local Policing West. The working group is supporting the organisation’s response to the proposed Learning Disability, Autism and Neurodiversity Bill while supporting a pilot peer support scheme for neurodiverse colleagues in Lanarkshire Division.

**Year One Milestone:** 1.23 Explore the potential for further rollout of Taser across the operational frontline. **Strategic Lead** (ACC Operational Support).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** The National Taser Unit (NTU) completed scoping work to explore the potential of further rollout as per the action over the last reporting periods with SPOCS at local policing to identifying options to uplift TASER. Police Scotland cannot purchase anymore X2 CED from AXON to uplift Speciality Trained Officer (STO) numbers as the X2 is end of life with the supplier.

The scoping work found that with existing X2 device numbers, TASER training could train approx. 700-800 new STOs. This would involve significant consultation with divisions to identify gaps and focus recruitment on those areas of gaps (ongoing). To facilitate an increase of this type of uplift a further six Instructors would be required. This is due to the College Of Policing setting numbers of instructors per initial course and refreshers for safety reasons.

NTU would also need to secure another training venue with the training model then becoming a 3-model structure similar to Public Order.

Officers trained using the current X2 TASER have to convert to a new device from 2028. Any uplift in numbers initially would be a short-term solution as it will result in more officers having to convert to the new devices.

To train one new STO costs approx. £700. A revenue spend of approx. £600K would be required to uplift the current establishment by 700-800 STOs.

**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. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** The project commenced national roll out on 26 March 2025 in Tayside, Phase One will be completed April 2026.

## Less Crime – Milestone Updates

**Year One Milestone:** 2.01 Embed our proportionate response to crime across Scotland.  
**Strategic Lead** (ACC Local Policing North and C3).

<b>Biannual RPAG</b>	<b>Green</b>	<b>February RPAG</b>	<b>Green</b>	<b>Year End RPAG</b>	<b>Green</b>
<p><b>Year End Summary:</b> Proportionate Response to Crime has successfully gone live across the North, East and West command areas with a six-month evaluation report presented to Scottish Police Authority.</p>					

**Year One Milestone:** 2.02 Re-launch direct measures to ensure lower-level offending can be dealt with at an early stage, ensuring effective proportionality in respect of reported cases directed to the Crown Office and Procurator Fiscal Service (COPFS).  
**Strategic Lead** (ACC Criminal Justice Services Division).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
<p><b>Year End Summary:</b> Refreshed guidelines in relation to Direct Measures are now embedded as business as usual and are subject to ongoing audit and monitoring to ensure compliance. Direct Measures (DM) relaunch has now been fully delivered and implemented in conjunction with COPFS.</p> <p>Over 8,000 DMs (Anti-Social Behaviour Fixed Penalty Notices and Recorded Police Warnings) were issued between November 2024 and March 2025. This is enabling more effective and proportionate response to low level crime incidents which is also leading to greater capacity from operational policing.</p>					

**Year One Milestone:** 2.03 Offer alternative options for voluntary attendance at police stations for interviews, creating capacity in custody. **Strategic Lead** (ACC Criminal Justice Services Division).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** A Planned Voluntary Interview Pathway is in place nationally. Criminal Justice Services Division Policy continue to review and provide overview/guidance to local divisions, ensuring that the pathway continues to operate within its stated parameters.

**Year One Milestone:** 2.04 Implement our Data Foundation Platform. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Purple**

**Year End Summary:** Good progress on all five DataBelt use cases. Each is being led by the Continuous Improvement team, supported by the Records Management team.

Operation SABINE and Operation STRINGENT are at an early stage. Initial work has focused on indexing the relevant operational documents and de-duplicating files. The next phase will be driven by opportunities to support the Investigative teams.

The Data Foundation Platform has 3 components:

1. DataBelt (completed in June 2024)
2. Master Data Management (completed in March 2025)
3. Force-Wide Analytics (due to go-live in April 2025)

This milestone will be carried over and reported against during 2025/26.

**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. **Strategic Lead** (Chief Digital and Information Officer).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** Police Scotland have established a new Data Science centre of excellence with 5 data science specialists hired. A new “starter-kit” Artificial Intelligence (AI) platform has been procured and will be implemented via business as usual.

**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. **Strategic Lead** (Chief Digital and Information Officer).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
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**Year End Summary:** Positive progress being made in the delivery of the Digital Division Programme of work. Throughout the year 2025/26 we expect that CHS Technology refresh will be complete.

Additionally - in regard to O365 - Police Scotland would have been receiving Service alongside all other UK forces from the National Monitoring Centre in respect to 24/7 monitoring on Cyber Incidents. It is also expected, following significant discussion with Microsoft and our Information Assurance colleagues and SIRO mailbox migration to the cloud will have been completed, alongside the technology to support SharePoint cloud migration. Providing a cloud service within Microsoft and paving the way for additional productivity services.

Furthermore - the development and build of the new Negotiator Application will commence.

This milestone will be carried over and reported against during 2025/26.

**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. **Strategic Lead** (ACC Organised Crime, Counter Terrorism and Intelligence).

**Biannual RPAG**

**Purple**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** During 2024/25 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. Separately, work is continuing towards ISO 17025 accreditation of the five Digital Forensic Laboratories.

Police Cyber Alarm has been launched in Scotland with over 100 organisations registered to date. Cyber Training is being delivered via the Cyber Training and Capabilities Project with bite-sized training currently being rolled out across the force, with plans to further expand training delivery over the coming year. In furtherance of future collaboration with academia, Police Scotland has become a member of the Abertay cyberQuarter – a cybersecurity research and development centre housed within Abertay University.

A new Police Scotland Cyber and Fraud Unit has commenced, bringing together key functions – which will also include the Cyber Choices Scotland workstream - under on a new 4P's structure with the aim of creating a sustainable model to be agile to the threat posed by Cyber and Fraud. Police Scotland are working towards alignment with the rest of the UK by joining the Fraud and Cyber Crime Reporting and Analysis Service (FCCRAS) led by City of London Police who are National Police Chief Council Lead (NPCC) for Cyber and Fraud.



## Supported Victims – Milestone Updates

**Year One Milestone:** 3.01 Further enhance our work to better protect all children and vulnerable people from harm and sexual exploitation. **Strategic Lead** (ACC Major Crime, Public Protection and Local Crime / ACC Policing Together).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** This Milestone has been reallocated to ACC MCPP as per email from Op Evolve dated 31/3/2025.

The update in February 2025 demonstrated the work ongoing in this area for 2024/25.

**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. **Strategic Lead** (ACC Major Crime, Public Protection and Local Crime).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** A key piece of work has commenced to transform the current Violence Against Women and Girls (VAWG) Implementation plan, making it more streamlined and aligned with the Scottish Government’s Equally Safe delivery plan and more focused on the current impact areas that affect VAWG. The new VAWG plan will be flexible enough to address key issues whilst providing updates on the areas that we have delivered on.

The work to eradicate VAWG across Police Scotland is significant and sits across several policing areas such as Public Protection, Professional Standards, Policing Together and policing in a digital world.

There is governance in place to monitor and drive the VAWG Strategy, the first of these is the multi-agency VAWG Strategic Engagement Forum, where key partners meet to discuss the current VAWG issues.

The feedback/actions from this group then drive the VAWG Tactical Group where national and local leads from across police Scotland meet to make sure milestones are met and new business discussed and actioned. The work of the Tactical group then feeds into the VAWG Strategic Group to discuss/review what police Scotland have delivered on for that quarter.

**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. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** A governance framework is in place to drive ongoing delivery through the Policing Together, Children and Young People Team business-as-usual. Strategic engagement continues via a range of key stakeholders, including the Scottish Government and SPA.

As of March 2025, Policing Together have recruited staff to support the development and delivery of the Children’s Rights Impact Assessment (CRIA) process.

A draft CRIA and guidance document have been developed, with future integration planned alongside EqHRIA under the Equality and Diversity portfolio. Whilst formal governance for CRIA is being finalised, interim support is being provided in anticipation of full implementation.

**Year One Milestone:** 3.04 Continue the rollout of DESC. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** Digital Evidence Sharing Capability (DESC) is in the implementation phase and has rolled out successfully to the following divisional areas as planned: Tayside, Forth Valley, Fife, Highland and Islands, Northeast, Edinburgh, Lothians and Scottish Borders. DESC is therefore now live across North and East Regions, the remaining divisions within West Region will follow, with completion due in September 2025.

This work will continue to be reported on during 2025/26 within Milestone 2.16.

**Year One Milestone:** 3.05 Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims. **Strategic Lead** (ACC Criminal Justice Services Division).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Purple**

**Year End Summary:** Summary Case Management (SCM) has now been delivered in six Divisions with National Rollout ongoing which will conclude Dec 2025. The significant benefits in respect of reduction in Police witness citation and swifter justice for victims is apparent across all SCM Divisions.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 3.06 Research and continue to embed a preventative and public health approach to reducing violence across Scotland. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** Policing Together remains focused on consolidating the significant progress made over the past year in advancing a prevention-led approach. We are committed to driving forward the research, development and integration of a public health model to violence reduction. This approach is now embedded within core business functions and will remain a strategic priority in shaping future operational and policy decisions.

**Year One Milestone:** 3.07 Develop a Corporate Parenting Plan for 2024-27. **Strategic Lead** (ACC Policing Together).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** The Corporate Parenting Plan has been signed off and formally launched. A formal evaluation of the Dumfries and Galloway test of change - aimed at reducing the criminalisation of care-experienced children and young people is underway and on track. Two care-experienced staff, recruited via the Scottish Youth Parliament, are supporting engagement and future recruitment planning. A Corporate Parenting Working Group has been established to drive delivery, following the formal launch of the Corporate Parenting Plan. Engagement is ongoing with Learning, Training and Development to enhance Corporate Training opportunities across the organisation.

**Year One Milestone:** 3.08 Deliver Contact Engagement and Resolution Project (CERP). **Strategic Lead** (ACC Local Policing North and C3).

<b>Biannual RPAG</b>	<b>Green</b>	<b>February RPAG</b>	<b>Green</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** The Contact Engagement and Resolution Project (CERP) Programme has been completed with an end of project evaluation report submitted to SPA.

**Year One Milestone:** 3.09 Launch new unified communication platforms to enhance resilience and further strengthen collaboration opportunities. **Strategic Lead** (ACC Local Policing North and C3).

**Biannual RPAG**

Purple

**February RPAG**

Purple

**Year End RPAG**

Purple

**Year End Summary:** WebEx has been deployed successfully across the organisation as planned, both to desktops and mobile devices.

Telephony migration of each Police Scotland location is now underway with 99 (31%) of sites completed. The national telephony rollout is progressing towards completion by end June 2025. Decommissioning of existing telephony services follows successful site migrations.

The new contact platform build has been completed with telephony and email contact user acceptance testing completed. The project is continuing to work towards delivery of the new customer relationship management (CRM) system with a training environment and functionality now in place.

Delivery of the new omni-channel contact centre and new customer relationship management (CRM) solution is progressing with CRM and End to End testing commencing in April 2025 in parallel to user training packages being developed.

User training schedules are being finalised with the solution planned to go live in C3 in late summer 2025 followed by project closure completion end of October 2025.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 3.10 Build on our Contact Assessment Model (CAM) to enhance the quality of all contact and engagement with the public. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Green**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** This milestone has been marked as complete for 2024/25. THRIVE refresher training continues within C3 now as business as usual activity, following the closure of The Contact Engagement and Resolution Project (CERP) project.

**Year One Milestone:** 3.11 Deliver training to improve quality of contact handling by Contact, Command and Control Division. **Strategic Lead** (ACC Local Policing North and C3).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** Training is 97% complete which is all that can be effectively achieved given long term absence. This will now roll into annual refresher training as part of business as usual.

**Year One Milestone:** 3.12 Implement mental health pathways to ensure individuals are referred to mental health partners and receive appropriate support. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Green**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** The C3 Mental Health Pathway is now fully operational within Police Scotland.

## Thriving Workforce – Milestone Updates

**Year One Milestone:** 4.01 Redesign divisional back-office support to improve the service provided to operational policing by reducing its size, removing duplication and improving efficiency. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Purple**

**Year End Summary:** Year Two should see the development of a new approach to corporate service provision which will impact on Business Support Units at the divisional level. Deloitte, working in collaboration with Shared Services, Local Policing Service Delivery Review and the Enabling Services Review project team will look to bring forward change – leaning more toward self-service solutions.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 4.02 Review and re-design corporate functions to maximise efficiencies while delivering agreed services internally and externally. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Purple**

**Year End Summary:** Year Two will see Directors take responsibility for ESR recommendations that are within their gift to review and implement. This will result in more efficient delivery of services across corporate up to the point where there is a reliance on the delivery of technology.

Work continues on the evolution of Police Scotland's approach to shared service provision and an enterprise level solution for corporate services. Unlikely to see this core ecosystem delivered within the 2025/26 timeframe – which will limit our ability to take forward some of the recommendations from ESR within HR, BSU and Finance.

At the time of writing the recommendations from Strategy and Analysis Directorate, Estates and Procurement have not been agreed. This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 4.03 Roll out the Scottish Government’s suicide bereavement support service across Police Scotland. **Strategic Lead** (ACC Policing Together).

**Biannual RPAG**

**Green**

**February RPAG**

**Purple**

**Year End RPAG**

**Purple**

**Year End Summary:** A review of the Scottish Government report has been published, with a Suicide Bereavement Support Steering Group established to guide implementation of key findings into a national support framework. Due to a Scottish Government funding re-alignment, the RPAG and milestone status have been revised. Progress will be reassessed in 2025 to identify sustainable pathways forward.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 4.04 Work with elected representatives to ensure that our vetting, conduct and performance regulations are fit for purpose. **Strategic Lead** (ACC Professionalism and Assurance).

**Biannual RPAG**

**Green**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** Work is embedded as business as usual in developing approaches and practices.

HMICS Assurance Review of Vetting 2023 recommendations and actions are progressing. Five of the 15 recommendations have now been discharged, with 10 ongoing. Of those 10, four are reliant of the Police (Ethics Conduct and Scrutiny) Scotland (PECSS) Bill.

In respect of the delivery of Vetting Regulations (Scotland) 2024. These are currently being considered and constructed by Scottish Government with Police Scotland Force Vetting. They have provided initial feedback to Scottish Government in respect of the draft.

Professional Standards Department Chief Supt and Conduct Supt attended the Scottish Police Consultancy Forum, subgroup for conduct (performance and vetting also discussed) chaired by Scottish Government and attended by key stakeholders. On conclusion a final PoliceScotland report was submitted. PSD PECSS team continue to engage. PSD continues to engage with People and Development in relation to conduct, disciplinary and grievance matters.



**Year One Milestone:** 4.05 Deliver an Estates Masterplan and 10-Year Capital programme. **Strategic Lead** (Chief Financial Officer).

**Biannual  
RPAG**

**Amber**

**February  
RPAG**

**Green**

**Year End  
RPAG**

**Green**

**Year End Summary:** For the first time since the creation of Police Scotland there is now a strategic asset management plan (SAMP) for the future of the estate. This allows us to plan and prioritise investment using a data led and operational policing informed evidence base. This is currently called the "Estates Masterplan." It represents a material change in the way in which the estate is managed and maintained.

This has been endorsed by key stakeholders; Police Scotland Executive, SPA and Scottish Government and we are working on the basis that government will support the implementation of the plan through funding/granting borrowing powers.

In order to get the estates service ready to deliver the SAMP, a 12-month business plan has been developed.

The ability of the organisation to deliver the Year 1 business plan will be dependent upon support from transformation, enabling services and operational policing. The Estates service cannot deliver without this being a priority for the organisation, and a recognition that enabling functions will need to work at pace.

**Year One Milestone:** 4.06 Establish an improved colleague engagement forum and carry out a whole workforce survey annually. **Strategic Lead** (Director Strategy and Analysis).

**Biannual  
RPAG**

**Amber**

**February  
RPAG**

**Purple**

**Year End  
RPAG**

**Purple**

**Year End Summary:** The design and delivery of the 2024 workforce survey has been completed.

The service has committed to a workforce survey on an annual basis. A lessons learned exercise of the process will be conducted to deliver improvements and timeliness of the survey and results ahead of the launch of the 2025 survey later this year.

Resourcing challenges have prevented the establishment of a colleague engagement platform during 2024/25. This work will progress early 2025/26.

This milestone will be carried over and reported against during 2025/26.

**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. **Strategic Lead** (ACC Professionalism and Assurance).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Purple**

**Year End Summary:** An amalgamation of proposals was presented and approved at the senior Leadership Board in January 2025. A plan to redesign and re-imagine key crime-related training products, including the introduction of face-to-face delivery to be carried into the following year, with resource provided by SCD to support. A strategy is being developed and key structures established.

Professional Standards (PSD) continue to engage with law enforcement colleagues throughout the UK, specifically but not limited to Greater Manchester Police and the Met. Learning and best practice is shared and where relevant, adopted to make improvements to efficiency, fairness and accountability.

PSD remain flexible and endeavour to improve all aspects of their business. A recent example being bespoke training which continues to evolve for all areas of PSD such as specialist National Conduct Unit (NCU) investigative and chair training designed and delivered by KC John Beggs.

Operation Uriel – the proposal to unify training – was approved at SLB. Work is ongoing to engage with key stakeholders and create an implementation plan and timeline. Initial discussions have taken place on the first steps required. A steering group will be established imminently with representatives from LTD, other training business areas, Finance, P&D, and any others as appropriate. Initial actions for this group will include production of a plan and timeline, a communications plan and a risk register. Op Uriel is due for implementation during 2025 – as per proposed timelines on the L&D 3 Year Plan.

**Year One Milestone:** 4.08 Enhance our use of MyCareer to support positive and proactive development conversations. **Strategic Lead** (Director People and Development).

**Biannual RPAG**

**Amber**

**February RPAG**

**Purple**

**Year End RPAG**

**Purple**

**Year End Summary:** The MyCareer 2024/2025 cycle concluded on 31 March 2025, with 71.12% engagement and 47.19% completion. These figures are -5.62% and -5.79% down on the equivalent figures for 2023/24.

A planned evaluation of National Police Promotion Process (NPPP) is expected to conclude in May. One area of focus will be the continued link between MyCareer and NPPP through the selection of the 'Develop To Lead' pathway. Should this evaluation conclude that this link should not be maintained in the process then L&T will work with NPPP colleagues and other key stakeholders to formally remove it.

Proposals were recently progressed to Corporate Finance and People Board relating to CVF Leadership Standards and MyCareer. These were supported and final approval at Senior Leadership Board (SLB) on 16 April will see us move to design of three key enhancements – personal goal and objective setting, personal development planning and a 360 degree feedback tool.

The 'Winning Hearts and Minds' engagement campaign will commence alongside this work, which all links to the current developing focus on an organisational talent management and succession planning approach, all underpinning a performance management culture.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 4.09 Deliver an improved occupational health provision which responds to and supports colleagues' needs. **Strategic Lead** (Director People and Development).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** The new occupational health (OH) contract with Optima Health has now been in place since April 2024, and the associated new myOH portal launched on 03 September 2024. The portal allows us to scrutinise each service area and monitor the service delivery and performance of the contract, identifying areas that may require attention.

Health and wellbeing have been working closely with our contract management team to implement structures and systems to ensure that the contract SLA's and KPI's are met. Since the introduction of the portal, we have seen an improvement in the delivery of case management, fitness for task medicals and pre-employment/ placement assessments within the KPI timelines. The end of year data is being prepared at present which will provide a full oversight of the performance of occupational health throughout the year.

Since September 2024 and the introduction of the myOH Portal 5127 referrals have been made into occupational health with over 78% of these referrals now complete, a further 642 fitness outcomes have been delivered across Drivers, firearms, night worker, and airside medicals.

**Year One Milestone:** 4.10 Continue the upgrade and replacement of critical infrastructure, including desktops, laptops, mobile devices and Airwave radios. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** We continue to 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 over the next couple of months 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 over the next couple of months.

The capital plan for 2024/25 will be delivered however this is an annual rolling requirement.

Key milestones in terms of Design, Procurement and delivery have been identified and planned which will support the delivery of this continuous rolling refresh programme. Any risks to delivery of spend will be monitored through our monthly digital finance board and future Capital Tasking Group.

**Year One Milestone:** 4.11 Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct. **Strategic Lead** (ACC Professionalism and Assurance).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
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**Year End Summary:** Works continues in support of delivery of the PECSS Bill with the final Business case to be submitted for approval and timelines to be confirmed. A working group has now been established to prepare and ensure a smooth transition into the implementation stage.

Police Scotland Fair Play Advisor is now embedded in the National Conduct Unit (NCU) weekly tracker meeting where all matters of conduct are discussed and direction of travel agreed at a tactical and strategic level. The purpose of this drastic and bold move is increasing impartiality, fairness, proportionately and accountability when making key decisions on wider culture areas within the force. This process is now being considered in relation to the National Gateway and NCU weekly meeting to enhance fairness, transparency and accountability.

Professional Standards (PSD) welcome the ongoing NCU review by HM Inspectorate of Constabulary in Scotland (HMICS), which is currently on going. No immediate feedback for improvement has been received this far. In tandem an ongoing review of PSD NCU practices/processes and organisational learning continues.

A current piece of work being progressed by Anti-Corruption Unit (ACU), Support, Service and Delivery (PSD) and NCU is Proactive Support and Intervention Process (PSIP). The purpose is to identify those who pose and/or at most risk of threat and harm, and thereafter mitigate same through Prevention, Education and/or Intervention. Engagement with ICT to oversee technical matters continues. Options of thematic analysis techniques are being explored through benchmarking with other UK and international Law Enforcement.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 4.12 Develop and make available enhanced support for victims and survivors to access when complaints against colleagues are being investigated. **Strategic Lead** (ACC Professionalism and Assurance).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
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**Year End Summary:** 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.

Delay has been due to resource and demand.

This milestone will be carried over and reported against during 2025/26.

**Year One Milestone:** 4.13 Enhance our approach to performance management and internal governance to enhance accountability at all levels. **Strategic Lead** (Director Strategy and Analysis).

<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Green</b>
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**Year End Summary:** Work remains ongoing in relation to the revised Performance and Accountability Framework 2025/26, with the development of supporting balanced score cards. The Performance and Accountability Framework was approved at Performance Board on 10 March 2025 ahead of presentation to SPA Policing Performance Committee in June 2025.



## 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>Strategic Lead</b> (ACC Policing Together).					
<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Amber</b>	<b>Year End RPAG</b>	<b>Purple</b>
<p><b>Year End Summary:</b> Police Scotland has been subject to numerous reviews and inspections over the past two years. A mapping and alignment exercise was completed which has provided clarity on priority areas of focus and de-cluttered a complex landscape. It brought together all commitments, recommendations and actions under the Policing Together Implementation Plan strengthening oversight and enabling increased focus on delivering improvements. Governance of all EDI, culture and human rights work was brought under the Policing Together governance structure.</p> <p>This activity will be carried over and reported against during 2025/26.</p>					

<b>Annual Police Plan Activity:</b> Delivering an accessible and responsive system for addressing complaints against the police. <b>Strategic Lead</b> (ACC Professionalism and Assurance).					
<b>Biannual RPAG</b>	<b>Amber</b>	<b>February RPAG</b>	<b>Purple</b>	<b>Year End RPAG</b>	<b>Green</b>
<p><b>Year End Summary:</b> This work will continue to be reported on during 2025/26 within Milestone 4.18.</p>					

**Annual Police Plan Activity:** Progress work on developing our Total Reward framework which is fair, transparent and which recognises achievement. **Strategic Lead** (Director People and Development).

**Biannual RPAG**

**Amber**

**February RPAG**

**Purple**

**Year End RPAG**

**Green**

**Year End Summary:** This work will continue to be reported on during 2025/26 within Milestone 4.19.

**Annual Police Plan Activity:** Develop an agreed roadmap of change and transformation for the next 3 years to deliver the agreed end state. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Green**

**February RPAG**

**Green**

**Year End RPAG**

**Green**

**Year End Summary:** It should also be noted that work has started to re-define the change portfolio which may have a significant impact on the current Change Portfolio roadmap. Until the re-definition and prioritisation work (alongside impact assessments and governance activity) has completed the current roadmap is extant.

**Annual Police Plan Activity:** 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. **Strategic Lead** (Chief Digital and Information Officer).

**Biannual RPAG**

**Amber**

**February RPAG**

**Amber**

**Year End RPAG**

**Green**

**Year End Summary:** Work has started on the re-definition and prioritisation of the change portfolio and milestones within the three-year business plan.

