



SPA Policing Performance Committee

Rolling Action Log

Action No	Action	Action Owner	Status	Expected Date of Completion	Update/Comments
MEETING HELD 10 DECEMBER 2024					
PPC 20241210 -001	Quarterly Policing Performance Report – Q2 2024/25: Sexual Violence deep dive to be presented to better understand the increase in volume of reported rape.	Tina MacLucas, Principal Analyst	OPEN	19 March 2025	18/02/2025: Item 2.5 on 19 March 2025 agenda. Propose to close
PPC 20241210 -002	Police Scotland 2030 Vision: Police Scotland to present a progress update regarding the Safer Communities 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.	Tina MacLucas, Principal Analyst	OPEN	19 March 2025	04/03/2025: The Resource Deployment Unit service delivery is prioritising Operational and Business priorities. Operational priorities examples – late notice, high impact football fixtures, short notice mutual aid requests, medium term planning for Climate Camp and related operations. High demand days and summer

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					<p>operations. Operational Management Information Delivery.</p> <p>Business priorities examples – Force Mobilisation Model delivery – this plan is now compressed to a four-month window over the summer period. Body Worn Video training and rollout, Local Policing Service Delivery Review, Unity Training.</p> <p>Propose to close</p>
PPC 20241210-003	Police Scotland 2030 Vision: Members to receive an update on the work underway to develop a revised delivery model for public protection involving key stakeholders and partners.	Bex Smith, DCC Crime	OPEN	19 March 2025	<p>13/03/2025: Briefing Paper appended to action log.</p> <p>Propose to close</p>
PPC 20241210-004	Sex & Gender Review: Terms of Reference to be shared with PPC Members.	Alan Speirs, DCC People & Professionalism	OPEN	10 January 2025	<p>24/12/2024: Sex & Gender Review ToR sent to Members.</p> <p>Propose to close</p>
PPC 20241210-005	Live Facial Recognition: LFR Evidence Report to come to PPC prior to the production of a policy.	DCS Gordon McCreddie, Head of Local Crime and Specialist Crime Support	OPEN	10 June 2025	<p>Action not due</p>

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PPC 20241210-006	COSLA Update: Information to be provided regarding the impacts of the early release of prisoner legislation on Police Scotland.	Wendy Middleton, ACC Criminal Justice	OPEN	19 March 2025	<p>04/03/2025: The prisoners being released are released 'unconditionally' with no conditions attached regarding control measures (Bail/HDC/EM Bail).</p> <p>The prisoner release is taking place across 3 tranches with around 300 being released in total. The lists are shared with us via SCD NIB where we check for outstanding warrants etc and also share with the relative LP Division where the individual is going from an intelligence perspective. In respect of ongoing monitoring this is not carried out unless we would identify significant risk posed from any of the prisoners – which would be part of our activity regarding managing offenders within the community.</p> <p>SPS however do keep details of prisoners who have been released through this process and thereafter re-enter the prison estate. During the last period of emergency release approx. 60 prisoners out of around 350 came back into the SPS estate within 8 weeks.</p> <p>Propose to close</p>

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MEETING HELD 11 JUNE 2024					
PPC 20240611 -003	Proportionate Response to Crime (PRTC) Update: Police Scotland to provide an update on the roll out of PRTC at a future PPC. Update to include: - Details of user experience. - Use of capacity created.	Emma Bond, ACC Local Policing North & C3	OPEN	19 March 2025	13/06/2024: Added to workplan. 18/02/2025: Item 2.2 on 19 March 2025 agenda. Propose to close
PPC 20240611 -004	Air Support Plan: Police Scotland to return to the PPC with an update on the implementation of the Air Support Plan.	Gary Ritchie, ACC Operational Support	OPEN	19 March 2025 10 June 2025	13/06/2024: Added to workplan. 08/11/2024: Plan is progressing in line with initial timeline. Current priority is delivery of drone programme across all three command areas and supporting procurement colleagues to prepare procurement documents for the next contract for helicopter assets. Subsequent updates will be progressed via Quarterly Air Support Monitoring Group. Template for reporting has been agreed with SPA colleagues. Action not due

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PPC 20240611 -005	PREVENT Duty assurance and Police Scotland approach: PREVENT key statistics for national publication to be shared with the PPC as part of an annual report.	Catriona Paton, ACC Policing Together	OPEN	19 March 2025	13/06/2024: Added to workplan. 18/02/2025: Item 2.3 on 19 March 2025 agenda. Propose to close

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BRIEFING PAPER FOR INFORMATION OF SCOTTISH POLICE AUTHORITY

FOR INFORMATION	
For Publication	Yes
Date Created	25 February 2025
Author / Approved by	DCI Yvonne O'Rourke / ACC Steve Johnson
Attachments: No	

BRIEFING PAPER: UPDATE ON POLICE SCOTLAND'S PUBLIC PROTECTION TARGET OPERATING MODEL

PURPOSE

The purpose of this briefing paper is to provide an update on the work being carried out by the Public Protection Development Programme (PPDP) in developing Police Scotland's Public Protection Target Operating Model.

BACKGROUND

The Public Protection Development Programme (PPDP) was established to determine Police Scotland's entire response to PP locally and nationally, through the review of structures, remits, resources, systems and processes. The vision and objectives being to design a new modern and sustainable PP operating model that could meet the demand and expectations of communities whilst better supporting our officers and staff.

The drivers for change were;

- Increase in prevalence and reporting every year
- New processes introduced that improved response however brought with it additional demand (e.g. DSDAS, SCIM, IRD)
- Displaced work from Partners
- No review of structures since the inception of Police Scotland

PPDP's ethos from the outset has and always will be to work with our people to design a programme with victims and the communities that we serve at its forefront.

FURTHER INFORMATION

Working with Service Design colleagues using the Scottish Approach to Service Design (SAatSD) methodology from the outset of discovery work, PPDP engaged with all 13 Local Policing Divisions (LPDs) and Specialist Crime Division to gather high level information of their current response. This information was collated into a detailed 'As Is' document and presented in an Interactive Insights Map.

The second stage of discovery was focussed on the context of our response and the main process undertaken was user research via individual and group sessions and workshops.

On completion of the user research, the findings were validated with the remaining LPDs to ensure that what had been captured was relevant to all Divisions and there were no gaps. To ensure transparency, the findings of PPDP were published in two Discovery Reports (part 1 and part 2) on the Police Scotland intranet and shared with all LPD/SCD senior management teams.

Using all the user research and problems identified during the discovery phase, PPDP developed opportunity statements and presented these at workshops to find solutions and ideas to create a new model for responding to public protection incidents. This involved 13 workshops with officers and staff throughout the organisation, and 3 workshops with 52 Partner organisations. In total, PPDP have engaged with 727 officers, staff and Partners at both strategic and practitioner levels.

PPDP then developed a high-level Public Protection Current Operating Model (COM) detailing the services provided both locally and nationally to assist with the development of a high-level draft Target Operating Model (TOM).

It was clear from working with officers and staff across the country that any proposed model would not be 'one size fits all' and a degree of flexibility and variation would require to be built in to accommodate geography and locality. The proposed model has therefore been designed for both urban and rural / remote areas using the 80:20 method to allow for national consistency as well as options for local adaptations to meet the demand and needs of local communities.

The PP TOM clearly aligns to the Chief Constables' 3-year business plan and Police Scotland's 2030 Vision to:

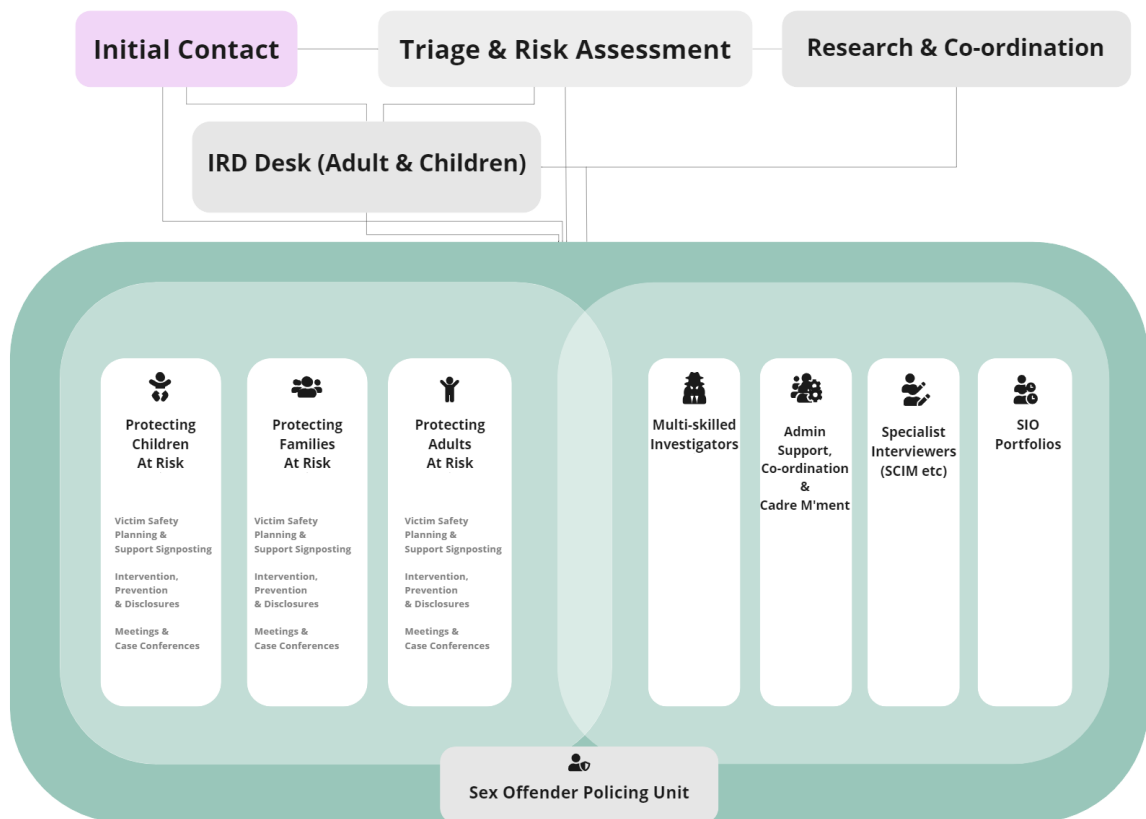
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach.
- Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

The proposed high-level model was presented and approved at the PPDP Extraordinary Board on 18 December 2024 with the following key goals / recommendations:

- Develop a consistent victim-centred and trauma-informed response to Public Protection incidents across Scotland.
- Enhance officer and staff capabilities by transforming our workforce mix and providing comprehensive training.

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- Implement national standards of wellbeing assessments, support, and supervision.
- Establish a dedicated support function to ensure a consistent level of co-ordination and cadre management.
- Form multi-skilled PP investigation teams that are deployed to urban, rural, and remote areas.
- Implement a 24/7 response to PP incidents.
- Allocate dedicated time for continuous professional development and wellbeing.
- Form dedicated teams to protect children, adults, and families at risk.
- Develop and implement national standards of triage and risk assessment.
- Create dedicated PP research teams.
- Define vulnerability to ensure only relevant concern forms are submitted.



PPDP are now working to detailed decision of the model with a view to begin testing in a phased approach as follows:

- Phase 1: Testing the PP Target Operating Model in C Division (2025)
- Phase 2: Design and implement national processes and training (2025 – 2026)
- Phase 3: Implement PP Operating Model across Scotland (2026 – 2027)
- Phase 4: Multi-agency PP Hubs (2028 – 2030)

The new PP operating model will meet the current needs of the public, partners and police however will also lay the foundation for the future vision of Multi-agency Public Protection Hubs.

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Phase 1 – 3 is within Police Scotland's remit to deliver however there is a shared goal with partners to provide a truly collaborative response by creating multi-agency hubs to protect and support adults, children and families at risk within our communities. This is phase 4 however it will require Executive level endorsement and support from Police Scotland, the Scottish Police Authority, Scottish Government, Local Authorities, Health and Third Sector.

One of the main priorities for the new model is to ensure we have the right people in the right place doing the right roles. This would see a move to have police staff carrying out public protection administrative and research duties, creating capacity for officers to provide a better service to victims and our communities, whilst ensuring long term affordability and sustainability for Police Scotland. Many of these roles and functions could be co-ordinated and performed regionally with many benefits including better resilience, less variations in the ways of working, increased productivity and work being prioritised per area rather than divisionally.

PPDP aims to test this concept in phase 1 with a view to potential national implementation in phase 3.

CONCLUSION

This briefing paper is submitted for the information of the SPA Policing Performance Committee.

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