

24/25



Annual Police Plan



SCOTTISH POLICE
AUTHORITY
ÙGH DARRAS POILIS NA H-ALBA



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA



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Chief Constable's foreword



Policing will drive a second phase of reform during 2024-25 to continue delivering for the people of Scotland.

The establishment of Police Scotland represented major public sector reform and was an innovative, ambitious and optimistic response to austerity to protect and improve services, with £2bn saved for the public purse over the first decade.

Scotland continues to be a safe place to live and work with historically low levels of crime.

Police Scotland attracts huge public support, is highly operationally competent and is well regarded across the UK and internationally. The service is a national asset known for compassion and high standards.

Policing's allocation in the Scottish Government budget is an overall improvement on flat cash for 2024-

25, when not all asks could be met and some budgets are being cut. The allocation is important recognition of Police Scotland's value and value to the public purse.

A cash-terms revenue uplift of £75m has allowed us to restart officer recruitment; fund the cost of 2023-24 year's 7% pay award for officers and staff; and to make a credible pay offer in 2024-25.

A £12m improvement in capital funding will allow us to progress a national roll-out of Body Worn Video from the late summer, although our capital allocation has been a challenge over a number of years and remains low compared to other police services in the UK.

Although I welcome the budget, a changing, ageing population; a cost-of-living crisis driving vulnerability and pressure on other services; civil unrest; new laws and increasingly complex investigations all contribute to growing community need and increasing contact from the public to the police.

These factors and the acute pressure on public finances bring additional urgency to the important principle that policing must be as efficient and provide as much value to the public as is possible.

We must evolve to live within projected funding and with an operating model that enables us to keep Scotland safe in the face of current and future challenges.

We are already setting out some necessary, at times difficult, changes - including consulting on proposals to close police buildings and progressing programmes of voluntary early retirement and voluntary redundancy.

Some of our evolution will be in our structures and working practices - removing back-office duplication, and creating capacity to deal with new and increasing threats, for example in the online space. Everything we do will be about prioritising the frontline and tackling areas of high harm.

At the same time, wider criminal justice reform must be prioritised and accelerated across the system to deliver better and quicker court outcomes for victims and to provide efficiency and value for the public.

Policing must also reset the parameters of our role in responding to people living with poor mental health. We have a duty to support vulnerable people and at no point will we step back from immediate risk and harm.

With key partners we must find a balance around the care, support and monitoring and allow officers to return to preventing crime and responding to threat, harm and risk as soon as possible after the moment of crisis has passed and public safety is assured.

Police Scotland must focus intensely on our core duties and what matters to the people we serve.

If what we do doesn't protect the vulnerable from harm, prevent crime or support our officers and staff, we will challenge that and redirect resources to prioritise the front line.

My operational focus is in three areas - first, addressing threat, harm, and risk; second, prevention, problem solving and proactivity; and third, looking after the wellbeing of officers and staff so they can deliver for the public.

As Chief Constable, I'll be a champion and voice for that work, whether it's investigating the more serious offences and securing important court outcomes; seizing illegal drugs; road traffic enforcement or picking out the unsung proactive community policing and prevention we know the public values.

I believe passionately in the value that policing brings to our communities: keeping people safe from harm, protecting the vulnerable, bringing criminals to justice, solving problems, and reducing offending. We stand up for, and with our communities, which strengthens them, improves their wellbeing and allows them to prosper.

Ensuring Scotland continues to be a safe place to live and work is my commitment and priority as Chief Constable.

Jo Farrell
Chief Constable

Annual Police Plan 2024/25

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

(1) The Chief Constable must prepare an annual police plan for each yearly period beginning on 1 April.

(2) An annual police plan is a plan which

- sets out the proposed arrangements for the policing of Scotland during the yearly period,
- describes how those arrangements are expected to contribute towards the achievement of the main objectives for the policing of Scotland set out in the strategic police plan (by reference, where appropriate, to outcomes identified in that plan), and
- includes any other information connected with policing which the Chief Constable considers appropriate.

Policing Scotland in 2024/25

Scotland is a safe place to live and work, with historically low levels of crime. The most recent Scottish Crime and Justice Survey reported that 90% of adults did not experience

crime, with less than 2% of adults experiencing violent crime – with both figures an improvement on 10 years ago. Our User Experience Survey has found that 80% of people feel safe or very safe in their area and the majority of people who contact Police Scotland are satisfied or very satisfied with their experience.

Our operational focus in 2024/25 is on threat, harm, and risk, focusing on prevention, problem solving and proactivity, and looking after our hard-working officers and staff to enable our people to deliver our vital public service. We will work to strengthen community policing across Scotland and we will engage widely as we begin to change the way in which we prioritise and deliver services to focus in the right areas.

Police Scotland's officers and staff and their commitment to serving our communities are the bedrock of the service's success.

From tackling crime, roads policing, missing persons, proactive prevention, partnership working, dealing with increasing vulnerability in communities, and across many other areas, we will work every day to deliver successfully.

Entering the next phase of police service reform in 2024/25

The creation of a single national police service on 1 April 2013 delivered the financial and operational benefits of significant reform which are now being asked of the wider public sector.

As a result, the reform of policing in Scotland (integrating eight separate police services and two supporting bodies into a single national police service) has already delivered substantial cost savings and service improvements. This has been widely recognised as one of the most significant reform programmes in the UK over the last 20 years.

Policing reform in Scotland has saved public finances £2 billion by removing over £200 million from the annual cost base compared to legacy arrangements, including through significant reductions in chief officer, senior officer and staff numbers, as well as efficiencies and improved working practices.

Delivering these savings has been a significant achievement, but remains an ongoing challenge as public sector budgets are increasingly constrained.

However, as the significant financial benefits from reform and transformation have already been realised through the creation of the single service, it is not possible for policing to deliver substantial savings for a second time through enhancing the efficiency of our current policing model alone.

Further significant savings can only be achieved through a redesign of the policing model and an adjustment of our services in areas such as our response to mental health calls. This will be underpinned by a reshaping of the workforce, alongside targeted action to reduce the overall non-pay cost base.

It is recognised and accepted that more can be done to re-shape and re-size policing to ensure the most effective and efficient use of resources aligns to the policing priorities. It is our aim in 2024/25 to move into the next phase of reform and continue to contribute to the redesign of the wider criminal justice sector.

Police Scotland, supported by the Scottish Police Authority, is committed to developing and delivering a sustainable new model of policing to effectively utilise the

available resources, meet the policing priorities and ensure sustainability in a constrained fiscal environment. This supports our work towards the Joint Strategy for Policing, Policing for a Safe, Protected and Resilient Scotland.

Our future operating model

The Chief Constable has set out the characteristics that she expects our service to reflect when Police Scotland's new Operating Model is fully implemented:

- We are trusted by the people of Scotland to keep them safe.
- People who contact us have confidence that they will get the right response and that we will keep them updated.
- We continually learn, improve and perform at a high level.



- We prioritise service delivery against areas of greatest threat, harm and risk.
- We have a stronger community policing model to enhance proactivity, problem solving and the prevention of crime and harm.
- We ensure the right support for the wellbeing of our officers and staff.
- We are clear on how we will deliver services to fulfil the statutory purpose of policing within our allocated budget.

Our transformation priorities ahead

Over the next phase of reform, we will aim to:

- Design, develop and implement a new model of response and community policing which builds public trust and confidence while tackling threat, harm and risk.
- Equip our officers with Body Worn Video.
- Deliver essential improvements in critical national infrastructure such as 999/101 service centres and technology.

- Drive change and improvement in how Police Scotland engages with the public and its partners and in particular enhance the quality and accessibility of our response and resolution functions.
- Improve standards of service through Police Scotland's response to vulnerability, risk and public need at the earliest opportunity; maximising opportunities for remote engagement and resolution; reducing local policing demand and directing appropriate incidents to the right agency through pathway referrals and enhanced collaborative working.
- Further enhance the mobile capability of our officers.
- Enhance our response to cyber-crime and online fraud.
- Enhance our response to public protection to better protect children from harm and sexual exploitation.
- Implement a new approach to responding to mental health related calls for service.

- Become a more digitally enabled and engaged service.
- Be a catalyst for system wide change and improvement across the criminal justice system and wider public sector.
- Realise further opportunities for enhanced collaboration across blue light services.
- Better harness the potential of our data and improve the insights we can use to inform tactical and strategic decision making.
- Be more visible in communities and build public trust and confidence.
- Protect and enhance the wellbeing of our workforce.
- Drive organisational culture change to become an anti-discriminatory service to further strengthen public trust and confidence in policing.



2024/25: Our year 1 priorities

Our 3-year plan for service and organisational transformation

In Autumn 2024 we will publish an integrated 3-year business plan setting out how we will undertake the next phase of policing reform in Scotland. The Scottish Government's 2024/25 funding commitment to the Scottish Police Authority and Police Scotland is very welcome.

In 2024/25 we are committed to developing a clear vision and target operating model for the future of our service which will enable us to develop our 3-year plan for the delivery and prioritisation of core services alongside our journey of service and organisational transformation.

Our 3-year programme of service and organisational transformation will see us move to a new sustainable and affordable operating model by April 2027. Alongside our work to maximise efficiency across Police Scotland, we will pursue opportunities for the re-investment of savings into new areas of capability to keep Scotland safe.

The next phase of Scottish policing reform will see us re-shape and re-size Police Scotland to meet the challenges of the next 10 years.



Implement our Policing Together Strategy and drive cultural improvement

1. Continuously review our policies, processes and procedures to ensure that we tackle discriminatory behaviours within our organisation.
2. Provide organisational training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.
3. Embed a Human Rights Framework for Police Scotland.
4. Deliver an accessible and responsive system for addressing complaints against the police.
5. Develop a new and robust approach to the investigation of accusations against colleagues, providing support to victims and survivors.
6. Support the roll out of the Scottish Government's suicide bereavement support service across Police Scotland.

Increase front-line strength and drive service improvement

1. Recruit to increase our officer establishment levels, attracting a diverse workforce to reflect and represent our communities.
2. Set out clearly how we will prioritise and deliver to the communities we serve and ensure that we are responding effectively to crime, threat and harm.
3. Implement an effective tasking and resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.
4. Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.
5. Strengthen frontline policing through the modernisation and introduction of police staff to undertake identified specialist roles currently performed by police officers.

- 6. Adjust our approach, in liaison with partners, to responding to mental health related incidents and non-crime related vulnerability to allow officers to focus on our core duties and ensure that we are getting these right first.
- 7. Reduce the requirement for officers to attend court for the purposes of giving evidence.
- 8. Review and reduce the number of officers deployed to court in an operational capacity.
- 9. Enhance our approach to performance management and internal governance to enhance accountability at all levels.
- 10. Begin the roll out Body Worn Video across our police officer workforce.
- 11. Progress work to strengthen our current Local Policing model to meet current and future needs.
- 12. Enhance service collaboration between blue light partners.
- 13. Progress the implementation of our Violence against Women and Girls Strategy and the policing elements of the Scottish Government's Equally Safe Delivery Plan.
- 14. Deliver new technology within our contact, command and control centres to enhance the service we provide to the public and maximise opportunities for remote engagement and resolution, reducing the demands on local policing and directing individuals to the right agency through pathway referrals and enhanced collaborative working.
- 15. Further enhance our approach to public protection to better protect all children and vulnerable people from harm and sexual exploitation.
- 16. Roll out the national implementation of our Proportionate Approach to Crime initiative on a phased basis.
- 17. Work with the Crown Office and other criminal justice partners to digitise our processes, speeding up justice for victims.

- 18. Implement and embed regulations as set out in the Police Conduct and Ethics Bill.
- 19. Continue to enhance our vetting procedures to ensure that all officers and staff share and work within our values.
- 20. Continue to roll out effective anti-discrimination training across the organisation and progress the Policing Together Implementation Plan.

Support the wellbeing of our workforce

- 1. Deliver an improved Occupational Health provision which responds to and supports colleagues' needs.
- 2. Establish an improved colleague engagement forum and undertake a whole workforce survey.
- 3. Progress work on developing our Total Reward framework which is fair, transparent and which recognises achievement.
- 4. Enhance our use of myCareer to support positive and proactive development conversations.



Reporting on our progress and performance

Re-design and begin to re-shape support functions

1. Progress with our VR / VER Programme and aim to significantly reduce the size of the staff workforce in the early part of 2024/25. This process of re-sizing the workforce and re-designing our structures and services is critical to enabling us to re-direct budget towards the frontline and into more specialist staff roles that we will need to address threat, risk and harm in a changing and complex environment.
2. Significantly reduce the size of corporate support in divisional 'middle office' roles and re-design to maintain and improve services to operational policing.
3. Review and re-design corporate functions to maximise efficiencies ensuring we have the right size of workforce.
4. Design an organisational Target Operating Model for Police Scotland which will define overall workforce size, allocation and mix as well as future services alongside an Estates Masterplan to reduce unnecessary spend and better meet the needs of the public and our more mobile workforce.
5. Develop a roadmap of change and transformation for the next 3 years to deliver the agreed end state.
6. 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.

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

Our 2024/25 Performance Framework is focused on the transparent presentation of data around areas of operational priority for policing and communities. This will enable effective scrutiny and drive accountability both inside Police Scotland and in public.

Using data effectively and being clear on the Key Performance Indicators (KPIs) will mean that we monitor and report on our performance in a positive way to support decision making around where we focus our resources. It will also support robust scrutiny from national to local level. Our Performance Framework is published on the Police Scotland website.

The agreement of project milestones across our priorities for 2024/25 is underway and we will report to the Authority on progress across each of these areas during the coming year. This will be alongside our regular quarterly reporting of performance across operational priority areas.



High level priorities and commitments 2024/25



Joint Strategy for Policing

- Our Vision** Policing for a safe, protected and resilient Scotland
- Our Purpose** The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland
- Our Values** Fairness | Integrity | Respect | Human Rights

Chief Constable's Priorities

Trust:

the people of Scotland trust us to keep them safe

Confidence:

people who contact us have confidence in our service delivery

Performance:

we continually improve and perform at a high level

Operational objectives:

Threat, harm and risk

Prevention, problem solving, and proactivity

Officer and staff wellbeing

Joint Strategy for Policing Strategic Outcomes

Threats to public safety and wellbeing are resolved by a proactive and responsive police service

The needs of local communities are addressed through effective service delivery

The public, communities and partners are engaged, involved and have confidence in policing

Our people are supported through a positive working environment, enabling them to serve the public

Police Scotland is sustainable, adaptable and prepared for future challenges

Chief Constable's Commitments

I will:

Advocate for you and try to influence Scottish Government to get the best annual financial settlement and make a strong case for greater capital investment, particularly in digital capabilities.

Focus our change activity on projects that will have the greatest benefit to our communities and our people, including the roll-out of body worn video, as soon as possible.

Simplify our strategic planning arrangements and governance processes, eliminating bureaucracy and empowering our people to do the right thing.

Increase your opportunities to communicate with me and the Executive team and share your views with us. Your ideas and creativity should and will influence how policing is delivered.

Improve the timeliness and quality of our occupational health services as part of my commitment to the wellbeing and safety of our people.

Preserve and strengthen our Community Policing model.

Review our approach to reward and recognition to ensure we recognise our unsung heroes and our achievements.



Engaging with us

We want to hear from you

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

Police Scotland is committed to continuous improvement in all that we do. If you have something to tell us about the Annual Police Plan or our service, please [Contact Us](#).

Public engagement and insight

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

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

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

Social media

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

Inclusive and accessible engagement

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

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

This Annual Police Plan can be made available in alternative formats on request.

Contact us

Always dial 999 in an emergency

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

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

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

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

Scotland's British Sign Language (BSL) Interpreting Video Relay Service (VRS)

– enables contact with all of Scotland's public bodies and third-sector organisations. BSL users can contact them [directly](#).

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

