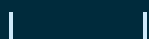


2026/27



2027

Annual Police Plan



SCOTTISH POLICE
AUTHORITY
UGHDARRAS POILIS NA H-ALBA



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA



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Chief Constable's Foreword



Policing in Scotland continues to respond to a rapidly changing world, with pressure driven by growing online harms, poverty, civil unrest, geopolitics and a heightened assessment of counter state and terrorism threats.

During 2025-26, officers, staff and volunteers responded to high levels of demand, including an organised crime feud in the east and west of the country, increased protests and a US Presidential visit, while continuing to prevent and investigate crime and secure criminal justice outcomes.

The Service stood up strongly under intense demand and I want to thank our workforce for the skill and professionalism they demonstrate day in, day out.

Officers, staff and volunteers are the key to the success of policing and I'm focused on improving their experiences and supporting them to deliver for the public.

As we deliver effective policing, we continue to make progress on our vision of safer communities, less crime, supported victims and a thriving workforce. This includes the first phase of a national body worn video roll out, which will equip over 10,000 officers and staff ahead of the summer.

We also tested a new approach to community policing in Forth Valley and have expanded implementation into Tayside and Fife following encouraging early assessment it can provide victims with better service and reduce pressure on response officers.

With a strategic approach to our buildings, we're making best use of our capital budget and moving at pace to give our people better accommodation and provide communities with the right services in the right locations.

A safe and secure country is a pre-requisite for supporting cohesive communities which can function, thrive, and flourish. In 2026-27, policing will enable candidates and citizens to campaign and exercise their democratic freedoms in May, and support Glasgow to host the Commonwealth Games in the summer.

Ring-fenced funding also supports us to continue our focus on shoplifting and violence against retail workers.

While responding to these pressures, and others which will emerge in year, Police Scotland will continue to drive further improvements with a relentless focus on prioritising frontline services.

We'll work with partners to develop a new approach to roads policing, including using technology to streamline cases from the roadside through the justice system and increase the use of education and diversion.

We'll continue to identify opportunities for how automation and AI can build efficiencies and continue to improve our public contact arrangements.

There is consensus and recognition across government and parliament of policing as an outlier of reform across the public sector, and the savings and achievements already achieved.

A best value audit has validated our strengths – a clear vision and effective leadership, as well as strong financial management and effective collaboration.

I will ensure policing continues to be a good partner and that we are in good partnerships. In relation to mental health related demand, this can help more people get the help from the agency best able to provide it while releasing police officers to focus on their core duties.

We will build on the progress of body worn video, the digitally enabled sharing capability, and better summary case management, as part of our commitment to work with prosecutors, the courts, and others, to improve the experience for victims and witnesses and create efficiencies across the criminal justice system.

We know the extremely challenging public finance outlook illustrated by the spending review, and we will build on our reputation for best value with a focus on medium-term financial planning, better workforce planning and management, as well as a further three-year business plan.

My focus will be on supporting and leading our frontline to deliver efficient and effective policing which addresses threat, harm and risk to keep the people of Scotland safe.



Jo Farrell KPM
Chief Constable

Annual Police Plan 2026/27

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

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

Police Scotland continues to work towards our 2030 Vision as set out by the Chief Constable in 2024. Over the last two years we have demonstrated our commitment to transformation putting the delivery of safer communities, less crime, supported victims and building a thriving workforce at the heart of everything we do.

We now enter the third year of our transformational journey and this Annual Police Plan (APP) 2026/27 will support the delivery of the year three milestones listed in our three-year business plan 2024-27.

2030 Vision

Our vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. The purpose of the 2030 Vision is not only to motivate our workforce to deliver, but also to support strategic decision making around service investment priorities and our portfolio of change.

Our vision:

Our 2030 Vision is safer communities, less crime, supported victims and a thriving workforce.

To achieve this, we will:

- Support reductions in overall crime in Scotland.
- Respond effectively to threats to public safety.
- Deliver the best possible service for the public and communities of Scotland through effective community policing.
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach.
- Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
- Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct.
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

We will do this by:

- Being clear on our responsibilities in safety and justice and how we contribute to system reform and improvement.
- Investing in focused prevention: engaging with our communities on their priorities and ensuring that our approach to community policing draws on the best evidence-based practice that reduces crime.
- Reshaping our training and development to ensure everyone is ready and equipped to deliver on our vision and objectives including better investigative outcomes.
- Striving to become one of the most digitally enabled police services with the aim of improving effectiveness and efficiency.
- Becoming a more data-driven organisation, using data insights and evidence ethically in our decision-making to prevent harm and keep our communities safe.
- Being more efficient in what we do, removing barriers in daily work that undermine productivity, so we can invest more in frontline policing and deliver best value.
- Engaging, listening and responding to public, community, colleague and stakeholder insights to better inform our services.

Our values: Integrity | Fairness | Respect | Commitment to upholding human rights

Planning framework

Our three-year plan commitments align with the Strategic Policing Priorities and will support delivery of the outcomes set out in the Strategic Policing Plan for Scotland 2026-2029.

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

This year's APP reflects the year three commitments set out in the three-year business plan 2024-27.

Delivery of commitments remains dependent on securing adequate funding from Scottish Government.

Our future APPs will take account of the funding settlement agreed by the Scottish Parliament each year and will set out how we will prioritise and implement key commitments within our available budget.



Scottish Government Strategic Policing Priorities
(Section 33 Police and Fire Reform (Scotland) Act 2012)

- Crime and security
- Partnerships
- Confidence
- People
- Sustainability
- Evidence

Strategic Policing Plan for Scotland 2026-2029
(Section 34 Police and Fire Reform (Scotland) Act 2012)

Strategic Outcomes:

Outcome 1 – Communities are safer and more secure, with less crime and improved wellbeing

Outcome 2 – Services are designed and delivered in a trauma-informed and person-centred way to ensure victims and communities have trust and confidence in policing and are supported

Outcome 3 – Partners and stakeholders are involved in developing a responsive and proactive approach to prevention, early intervention and harm reduction

Outcome 4 – The working environment is safer and its culture more inclusive and is one which enables everyone to feel valued and supported

Outcome 5 – The policing system delivers best value through efficient, effective and sustainable services, which are collaborative and innovative.

2030 Vision

Safer communities

Less crime

Supported victims

Thriving workforce

Three-year Business Plan 2024-27

Annual Police Plan

(Section 35 Police and Fire Reform (Scotland) Act 2012)

Local Police Plans

(Section 47 Police and Fire Reform (Scotland) Act 2012)

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

In 2025/26, Police Scotland sustained progress towards our 2030 Vision through the delivery of key milestones from the three-year business plan, focusing on creating safer communities, reducing crime, supporting victims and fostering a thriving workforce.

Key highlights from our work are outlined below.

Safer communities

- We remain committed to strengthening our community policing model to meet public needs. The Enhanced Community Policing model was piloted in C Division (Forth Valley). During the three-month pilot, the Community Investigations Hub managed 1,266 local policing appointments, 236 unresolved incidents and 882 direct crime reports. Our service to victims was greatly improved with a 32% increase in initial contact within 48 hours of allocation and a reduction in average time to first contact from 14 days to 2 days. The transfer of non-urgent demand correlated in a 32% reduction in workloads across response teams. Following this successful pilot, the model is now being gradually rolled out across the service.
- Phase one of Body Worn Video (BWV) continues to roll out across Scotland, on track to be complete in April 2026, which will see circa 10,000 cameras operating across Scotland. Since its introduction in March 2025, over 533,872 recordings have been captured, 110,999 hours of footage have been uploaded and 33,685 media files have been exported to our Digital Evidence Sharing Capability (DESC) platform and available to relevant justice partners.
- As part of our ongoing commitment to becoming an anti-racist and anti-discriminatory service, our Policing Together Division has agreed a national training course to deliver anti-racism training. By January 2026, almost 2,762 people across the service had attended the training, with work ongoing to expand its reach.

- We continue to embed and enhance The Mental Health Pathway and have rolled out Distress Brief Intervention (DBI) training to more officers across our local policing divisions, with us now having approximately 2,600 officers trained as level one DBI providers.

Less crime

- Our Retail Crime Taskforce was launched in April 2025 following a £3m funding allocation from the Scottish Government. The taskforce works closely with the sector, adopting a 4P Approach to holistically tackle retail crime; Prevent, Pursue, Protect and Prepare. Significant progress has been made across all four strands increasing retailer confidence. Between April and February, taskforce activity led to detections of over 4,400 shop thefts and 550 offences against retail workers.
- Following a successful six-month pilot in Shetland, we have expanded the roadside drug testing pilot to now include our local policing officers based in North Aberdeenshire and East Ayrshire.

- We have been working with the Scottish Government and national partners to embed a harm prevention approach to all aspects of public policy, including areas of cybercrime. Police Scotland and Abertay cyberQuarter have entered a strategic partnership to combat cybercrime and improve the country's cyber resilience. Through this partnership both organisations will share knowledge, skills and use the latest research to enhance our cyber training, resilience and investigatory capability.
- We are continuing to invest in digital, data and technology capability and standards. Through data science investment and innovation we have improved data discovery to support operational policing, enabling major investigations and operations to find, organise and manage high volumes of data more effectively.



Supporting victims

- Working in collaboration with justice partners, we have supported the roll-out of Summary Case Management (SCM) which aims to ensure earlier resolution of trials through early disclosure of evidence. Early resolution means less trials and more positive experiences and outcomes for victims and witnesses. SCM is now almost in place across all divisions within Police Scotland. So far, we have seen a 34% reduction in the number of witness citations overall.
- We have achieved the national implementation of the Omni Channel Digital Contact Platform across all Service Centres. This platform replaces the legacy analogue telephony system and Customer Relationship Management (CRM) tools previously relied upon for handling 999 and 101 calls. The new solution provides a flexible, secure, scalable and highly resilient foundation for engaging with the public in both emergency and non emergency contexts. It represents a transformative enhancement to the service's capability to manage demand and improve the quality and consistency of public contact.
- We have enhanced digital resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution. Human trafficking training modules continue to be available to officers in specialist roles as well as those in their probationer training. Human Trafficking Champions have been identified and trained to act as single points of contact within their respective divisions for all human trafficking-related matters.
- We are continuing to ensure that victims have access to the right support and guidance through our improved tracking of our referral rates to Victim Support Scotland (VSS). Improved reporting and information held on our national crime recording system enables year-on year comparison of referral figures. The way in which we engage with our workforce about victim support has also seen a positive upward trend of officers and staff visiting our victims and witnesses intranet page, providing our workforce with a greater awareness of what support is available to victims.



Thriving workforce

- We upheld our commitment to conduct an annual Workforce Survey. The 2025/26 survey attracted participation from 10,770 colleagues, representing 46% of our workforce. Our approach to year-on-year reporting enables us to measure improvement and sustain meaningful dialogue with our workforce.
- Work continues on our commitment to build frontline capacity by commencing the roll-out of the Force Mobilisation Model, which will see in excess of 4,000 officers being moved from a Monday to Friday working pattern to a new 7-day shift pattern, mobilising several hundred additional officers each weekend throughout the year.
- Our Estates team is driving the delivery of the Estates Masterplan to create an estate that enables modern policing and supports the health, safety and wellbeing of our people and the communities we serve. We have seen a significant improvement in capital spend, increasing to circa £30 million compared to circa £14 million in the previous financial year.
- Investments have been made to our Core Operational Solutions (COS) platform, with the introduction of 'National Enquiry' and 'Tasking' modules, replacing ageing legacy systems, providing improved efficiency and reliability in enquiry management.
- Following the implementation of a new structure within our HR function, work is ongoing within wellbeing to embed three new portfolio areas; mental health, wellbeing services and strategic & workforce wellbeing. Our approach is to understand and consider the needs of our people and the long term improvement for organisational wellbeing. We are currently delivering on year two of our health and wellbeing action plan, the progress of which is reported periodically to the SPA People Committee.

2026/27: Our priorities

Our priorities for 2026/27 continue to be proactively managing and reducing threat, harm and risk across Scotland.

The service recognises the acute pressure on public finances and we remain committed to further reform using key technology, prioritisation and improved practices to eliminate bureaucracy, duplication and inefficiency.

The following milestones represent the activity set out in year three of the three-year business plan 2024-27 and will be delivered and reported on in the year ahead. The numbering system reflects the three-year business plan.



Safer communities

Our safer communities milestones support the delivery of the following outcomes of the Strategic Policing Plan for Scotland (2026-2029);

- Communities are safer and more secure, with less crime and improved wellbeing.
- Services are designed and delivered in a trauma-informed and person-centred way to ensure victims and communities have trust and confidence in policing and are supported.
- Partners and stakeholders are involved in developing a responsive and proactive approach to prevention, early intervention and harm reduction.
- The policing system delivers best value through efficient, effective and sustainable services, which are collaborative and innovative.

1.40	Deliver a new model for policing courts which removes all officers other than those performing core policing duties.
1.41	Identify and implement a sustainable model of policing roads across Scotland.
1.42	Use a public health approach, working with violence reduction partners, to support the co-ordination and implementation of the Scottish Government's National Violence Prevention Strategy.
1.43	Collaborate with partners including Scottish and UK Governments, creating formalised frameworks to capture and embed system-wide learning from major incidents and national emergencies.
1.44	Implement technical solutions to ensure efficiency of the mass mobilisation of officers and staff. ***this milestone is being delivered under milestone 1.09 from year one.
1.45	Prepare for a new duty management system to provide significantly greater flexibility of resource planning to respond to emerging crime trends and demands and to support staff wellbeing.
1.46	Establish and embed a mobile solution for emergency and resilience partners to support them to effectively respond to major incidents/national emergencies.
1.47	Complete BWV phase two rollout.

Less crime

Our less crime milestones support the delivery of the following outcomes of the Strategic Policing Plan for Scotland (2026-2029);

- Communities are safer and more secure, with less crime and improved wellbeing.
- Services are designed and delivered in a trauma-informed and person-centred way to ensure victims and communities have trust and confidence in policing and are supported.
- Partners and stakeholders are involved in developing a responsive and proactive approach to prevention, early intervention and harm reduction.
- The policing system delivers best value through efficient, effective and sustainable services, which are collaborative and innovative.

2.20 Further professionalise and equip community policing teams to effectively prevent milestone local crime working with statutory, community and third sector partners.

2.21 Digitise productions and introduce a new operating model that covers the storage of productions.

2.22 Enhance capabilities of digital forensic laboratories to create efficiencies and keep up with technological developments.

2.23 Establishment of a new, permanent multi-disciplinary digital and data innovation product team to support officers and staff in finding efficiency and power real innovation.

2.24 Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including enhancing capabilities of digital forensic laboratories to gain formal accreditation, create efficiencies and keep pace with technological developments. ***This milestone will be delivered under milestone 2.22.

2.25 Continue investment and development of policing AI products.

2.26 Continue the rollout of single search capabilities to operational policing.

2.27 Modernise public contact platforms to provide a more responsive and user-focused service enabled by digital technology with enhanced self-service options to create capacity for frontline officers.

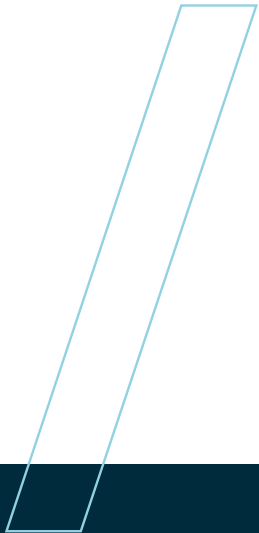
2.28 Continually review our call-handling processes to ensure they are efficient and effective to provide swift resolutions, reduce call abandonment rates and contact wait times.

Supported victims

Our supported victims milestones support the delivery of the following outcomes of the Strategic Policing Plan for Scotland (2026-2029);

- Communities are safer and more secure, with less crime and improved wellbeing.
- Services are designed and delivered in a trauma-informed and person-centred way to ensure victims and communities have trust and confidence in policing and are supported.
- Partners and stakeholders are involved in developing a responsive and proactive approach to prevention, early intervention and harm reduction.

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|------|--|
| 3.24 | Develop partnership working in line with the Scottish Government’s prostitution plan – ‘Challenging and Deterring Men’s Demand’. |
| 3.25 | Develop lifetime management plan for DESC to support the platform and continue to enhance the product in line with wider criminal justice ambition and demand. |
| 3.26 | Introduce an automated electronic communications process to deliver aftercare and support to victims, survivors and witnesses. |
| 3.27 | Provide communities with more direct, accessible ways to access our services. |
| 3.28 | Offer consistent and reliable access to help at the first point of contact and signpost service users to partners whenever appropriate. ***This milestone will be delivered under milestone 2.27 |



Thriving workforce

Our thriving workforce milestones support the delivery of the following outcomes of the Strategic Policing Plan for Scotland (2026-2029);

- The working environment is safer and its culture more inclusive and is one which enables everyone to feel valued and supported.
- The policing system delivers best value through efficient, effective and sustainable services, which are collaborative and innovative.

4.30 Complete further phased implementations of the new technology for support services.

4.31 Complete work to ensure officers are only cited to attend court when needed and available.

4.32 Complete the automation of data and records.

4.33 Further progress implementation of the Estates Masterplan to support wider operational transformation. Move towards the 'hub and spoke' model in urban areas with new deployment hubs supporting smaller policing locations while also enabling Custody, Productions and Operational Support to operate in cross divisional hubs. In rural areas, ensure that we endeavour to meet local needs with the establishment of cross divisional facilities and local sites that enable effective community engagement.





Additional milestones outwith the Three-year Business Plan

In addition to our commitment to delivering the year three milestones of the three-year business plan, the following milestones will also be progressed during 2026/27;

- | |
|--|
| A1. Prepare for and establish the resources to support the delivery of a safe and secure 2026 Commonwealth Games. |
| A2. Introduce our approach to annual Best Value self-evaluation through developing a new coordinated approach across Police Scotland, SPA and Forensic Services. |
| A3. Introduce an organisational learning framework and new arrangements for capturing, retaining and sharing learning across policing. |



Continuing milestones from years one and two

In 2024/25 and 2025/26, Police Scotland advanced towards our 2030 Vision, successfully achieving many of the milestones set out in the first two years of our three-year business plan. To ensure full transparency, accountability, and to support effective reporting, we have outlined our year one and year two milestones below that will continue to be progressed in 2026/27.

1.05 Improve partnership working with the NHS and local authorities and ensure data protection is prioritised while continuing to protect the public.

1.10 Strengthen frontline policing by reviewing role profiles and redeploying officers to roles which make best use of their training, knowledge and skills.

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

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

1.31 Invest in supporting Community Planning Partnerships as a means of delivering real benefits for communities over the longer term.

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

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

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

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.
2.08	Conduct a review of processes, policy and resourcing rules to ensure a modern, fit for purpose resourcing function that better balances operational need with welfare of officers and staff.
2.13	Invest in capabilities outlined within our Policing in a Digital World workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.
2.16	Continue to rollout Digital Evidence Sharing Capability (DESC) and BWV, maximising opportunities to capture and share best evidence at the earliest opportunity, ensuring speedier justice for victims and reducing bureaucracy and delays in the justice system.
3.05	Work with other criminal justice partners to redesign and enhance our processes, speeding up justice for victims.
3.20	Support the piloting of a fully virtual trauma informed domestic abuse model in courts.
3.21	Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.
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.
4.08	Enhance our use of MyCareer to support positive and proactive development conversations.
4.11	Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct.
4.12	Develop and make available enhanced support for victims and survivors to access when complaints against colleagues are being investigated.

4.16 Commence the implementation of the Estate's Capital programme.

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

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

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

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



Reporting on our progress and performance

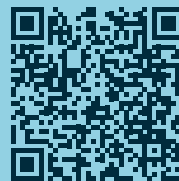
Work is underway in partnership with the Scottish Police Authority (SPA) to enhance our approach to reporting on performance and driving a broader culture of accountability.

By closely monitoring and seeking to continuously improve performance in Police Scotland, we can better prioritise activity while ensuring best value and sustainability.

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

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

We will detail the deliverables within each milestone across our priorities for 2026/27 in a separate document available on our [Strategic Planning](#) webpage.



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

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





Engaging with us

We want to hear from you

Meaningful and effective engagement involves genuine dialogue, respect, integrity, transparency and accountability.

It provides an opportunity for people to shape our services and influence decisions made. Insight from effective engagement helps identify practical solutions and determine changes required to meet the needs of the communities we serve.

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

Public engagement and insight

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

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

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

Social media

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

Inclusive and accessible engagement

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

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

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

Contact us

Always dial 999 in an emergency

By phone – 101 for non-emergencies (+44 (0) 141 308 1070 if calling from out with 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

