

Police Scotland

# Annual Police Plan

## 2023/24



## Police Scotland: keeping people safe

The roles and responsibilities of Police Scotland and the Scottish Police Authority (SPA) are set out in the Police and Fire Reform (Scotland) Act 2012. Police Scotland works with the SPA who provide scrutiny, support and challenge to policing, having an integral role in maintaining and improving the service. The Scottish Government has overarching responsibility for communities, public safety and justice in Scotland. Police Scotland provides evidence to the Scottish Parliament Criminal Justice Committee at regular hearings with regards to law enforcement and public safety. The alignment of our strategic direction, priorities for policing, planning and performance framework are as follows:

### Scottish Government (SG) National Outcomes and Strategic Police Priorities

SG's Programme for Government sets out what it wants to achieve for Scotland's people and communities. <https://www.gov.scot/programme-for-government/>

The National Performance Framework describes the outcomes, delivery and how progress will be monitored. All public services have a role to play, including policing. <https://nationalperformance.gov.scot/>

The Vision for Justice outlines the contribution Police Scotland and a range of partners will play in the transformation of the justice system in Scotland. <https://www.gov.scot/publications/vision-justice-scotland/>

The Strategic Police Priorities (SPPs) set the high level strategic direction for the policing of Scotland and the carrying out of the Scottish Police Authority's (SPA) functions. The SPPs are set by Scottish Ministers and the legal framework for their development was established in the Police and Fire Reform (Scotland) Act 2012 ("the Act"). <https://www.legislation.gov.uk/asp/2012/8/contents/enacted>

The SPPs are Crime and Security, Confidence, Partnerships, Sustainability, People and Evidence. <https://www.gov.scot/publications/strategic-police-priorities/pages/1/>

### Scottish Police Authority – Strategic Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 the SPA is responsible for producing a strategic police plan, in line with these outcomes and priorities. The Joint Strategy for Policing (2023), Policing for a safe, protected and resilient Scotland fulfils that requirement.

### Policing in Scotland: our vision, values and purpose

Our Vision: Policing for a safe protected and resilient Scotland.

Our values are fairness, integrity, respect and human rights. They are fundamental to everything we do as they underpin our policing approach, engagement and activities.

Our purpose as set out in the Act is to improve the safety and wellbeing of people, places and communities in Scotland.

### Police Scotland's National Strategic Assessment

Police Scotland's Strategic Assessment provides a high level assessment of a range of strategic issues and potential threats relevant to Police Scotland, both externally and internally to Police Scotland. From this, we decide how to prioritise our services to meet current and future challenges.

## Police Scotland's priorities for policing

Our priorities for policing are the key areas we need to focus on to address the greatest threats and risk of harm to people and communities. We decide what these are for the year ahead using our strategic assessment and the knowledge and experience of leaders in the service. They are also informed by public opinion, including through our Engagement Hub. <https://consult.scotland.police.uk/>

## Our strategic outcomes

We use five strategic outcomes to describe the results Police Scotland is working towards for the people of Scotland. This helps us to show how we will make a positive impact through what we are doing across the service. Our outcomes contribute to the Scottish Government's outcomes and policing priorities.

## The Annual Police Plan

Under the Police and Fire Reform (Scotland) Act 2012 the Chief Constable is responsible for producing an Annual Police Plan. This Plan aligns to our Strategic Outcomes and sets out a policing approach and strategic-level activities for policing during the year. The Plan is shared in draft with the SPA. Its feedback is considered by the Chief Constable before it is finalised in addition to the views of key stakeholders and the public. Prior to publication, the plan is presented at the SPA Board for noting and laid before the Scottish Parliament.

## Deputy Chief Constable / Deputy Chief Officer (DCC/DCO) Portfolio Delivery Plans

Supporting the Annual Police Plan are four 3 year Delivery Plans for; Local Policing; Corporate Support; Professionalism, Strategy and Engagement; and Crime and Operational Support.

## Local Policing Plans / Local Outcome Improvement Plans

Local policing divisions prepare Local Police Plans (LPPs) which describe the local priorities and policing arrangements aligning with Scotland's local authority areas and community planning arrangements, based on local engagement with local partners. LPPs for 2023-26 will be published on the Police Scotland website.

## Enabler Strategies

An ever-changing and challenging world in terms of environmental impact, evolving technology, emerging risks and financial constraints has an impact on all public services, not least policing. In order to ensure Police Scotland is providing a forward-looking, flexible policing response, we have "enabler" strategies to guide the organisation. These are our Fleet, Environment, Cyber, Estates, People, Public Contact and Engagement, Enabling Policing for the Future Programme, Digital, Procurement, Equality, Diversity and Inclusion (EDI) and Violence against Women and Girls (VAWG) Strategies.

## Performance Framework

Linked to our plans, our outcomes-focused performance framework describes how we will monitor and measure progress on our priorities for policing, outcomes and objectives to evidence the impact of our policing approach for the public and communities in Scotland. <https://www.scotland.police.uk/about-us/what-we-do/how-we-are-performing/>

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# Chief Constable's Foreword



Police Scotland has now become an organisation with shared values and high levels of operational competence. The service improvements achieved in our 10 years are unprecedented across the United Kingdom public sector, delivering effective policing for the public at significantly lower costs than legacy arrangements.

Our operational capability and performance is very strong. For example, of over 560 murders committed since Police Scotland was created in 2013, only one remains undetected at this time.

Maintaining and delivering effective policing for our communities is credit to our dedicated officers and staff who work with professionalism day in, day out, right across Scotland to keep people safe.

This has been demonstrated consistently during a year in which officers and staff continued to meet the needs of our communities through periods of intense demand, including our response following the death of Her Majesty Queen Elizabeth.

Police Scotland had an important role to play to ensure significant events relating to Her Majesty's death could be held safely, securely and with dignity. Everyone played their part - those who planned our response over many years; those directly deployed to Operation Unicorn; others who provided effective policing right across the country during this intense period.

There were no security breaches, disorder or safety issues and relatively few arrests among countless interactions and engagements between officers and our fellow citizens.

Police Scotland has benefited from a period of stability and now has a clear strategic direction. We have a strong leadership team who share a mission with our officers and staff to serve our fellow citizens.

Accordingly, my Annual Police Plan continues our focus on existing priorities – protecting vulnerable people; tackling crime in the digital age; working with communities; and support for operational policing.

Our determination and ambition to help build a society where women and girls live free from violence, abuse, exploitation and harassment is outlined in our Violence Against Women and Girls (VAWG) Strategy and Implementation Plan. The strategy and plan have been developed through deep engagement across society, including with survivors, to ensure Police Scotland will be trauma-informed and victim-centred.

Our VAWG strategy is fully aligned with work to tackle sexism and misogyny in Police Scotland through our wider Policing Together programme to drive values and standards in policing, crucial to build a Service which better reflects and serves all our communities and in which everyone knows they are valued as individuals.

My plan outlines progress under our Digital Strategy and Policing in a Digital World programme which will contribute to the build of Police Scotland as a holistic national safety and security service to protect people in public, private and virtual spaces, meeting increasingly complex personal and community needs.

Road safety continues to be a priority and our officers are educating road users and carrying out enforcement every day, working closely with partners to continue to meet challenging targets.

A relentless focus on our values of integrity, fairness and respect and a commitment to upholding human rights will continue to be at the heart of all we do – from continually earning the trust and confidence of all our communities, to how we consider and introduce emerging technologies and new legislation.

As with many organisations in the public sector, policing faces hard choices to refine our Service to prioritise and maintain operational policing as we respond to high inflation and the cost of living crisis.

Our funding allocation for the year ahead does not allow us to maintain officer numbers at the levels of previous years and at the same time make a pay award in 2023-24.

Because of training delays and increased retirements, officer numbers are lower than they would otherwise be, at around 16,600. Going forward, our officer establishment will remain around 16,600 and we are building a service model which reflects that level.

Reform of policing in Scotland has demonstrated that efficiencies delivered through improvements to service design, working practices and technology can be, and are, reinvested to enhance service and to support the safety and wellbeing of officers and staff.

At the same time, we will continue to achieve necessary savings such as through increased co-location with partners.

Driving this progress with rigour will be key to meeting the objectives outlined in this ambitious plan.

Policing is so often the service of first and last resort and we will always help our fellow citizens at times of crisis. All in public service must work collectively to provide early interventions and prevent harm. Where criticality does arise, timely and ongoing support from appropriate agencies is crucial.

Of necessity, policing will be engaging with partners about how often we are meeting the demand of other agencies. This is right for policing and right for citizens who deserve the best help from the appropriate agency when need arises.

At the 10 year anniversary of the creation of Police Scotland I have consistently acknowledged that we did not get everything right in the early days.

However, as Chief Constable, my assessment of our public value and contribution to Scottish life is whether the people of Scotland are safer than they otherwise would be had reform not taken place.

In my view, our communities are now better protected from the threats of today and, crucially, from the threats of tomorrow. I have great confidence in the collective strength of our leadership and the quality of our officers and staff to build upon the stability and improvements which have been achieved to ensure we continue to keep the people of Scotland safe.



**Sir Iain Livingstone QPM**  
Chief Constable

# Our plan on a page



## 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

### Strategic Police Priorities

Crime and Security

Confidence

Sustainability

Partnerships

People

Evidence

### Priorities for Policing

Protecting Vulnerable People

Tackling Crime in the Digital Age

Working with Communities

Support for Operational policing

#### Outcomes

#### Objectives

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

- Keep people safe in the physical and digital world
- Design services jointly to tackle complex public safety and wellbeing challenges
- Support policing through proactive prevention

The needs of local communities are addressed through effective service delivery

- Understand our communities and deliver the right mix of services to meet their needs
- Support our communities through a blend of local and national expertise
- Support the changing nature of communities

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

- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service
- Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective
- Work with local groups and public, third and private sector organisations to support our communities

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

- Prioritise wellbeing and keep our people safe, well equipped and protected
- Support our people to be confident leaders, innovative, active contributors and influencers
- Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging

Police Scotland is sustainable, adaptable and prepared for future challenges

- Use innovative approaches to accelerate our capacity and capability for effective service delivery
- Commit to making a positive impact through outstanding environmental sustainability
- Support operational policing through the appropriate digital tools and delivery of best value

### Performance and Implementation

Evidence based policing

# Context

## The changing nature of crime, society and the role of policing

Throughout 2022/23 Police Scotland has continued to support our local communities through the challenging times that we currently face. Continued pandemic recovery, a rising cost of living alongside security issues, nationally and internationally, continue to shape demand and inform service provision.

We were honoured to play our part in ceremonial events following the death of Her Majesty Queen Elizabeth, with officers and staff across the organisation playing a vital role in demonstrating the professional nature of policing in Scotland.

Our commitment to a level of service that the public can have confidence in remains a priority, as does collaborating and coordinating with partner agencies in order to best serve the communities of Scotland. We continue to focus on maintaining and building levels of trust and confidence in policing. We will continue to work and develop our engagement in order to reach and build confidence with those in our Seldom Heard Communities. As a service we must continue to evolve and develop our means of communication and contact to ensure that we are visible and available for all of the different communities that we serve and protect.

Through extensive consultation with stakeholders and partners, Police Scotland has published a Violence Against Women and Girls (VAWG) strategy and implement










at in plan to work towards our vision of a society where women and girls can live free from all forms of violence, abuse, exploitation and harassment. The Vision for Justice in Scotland 2022 sets out to transform the justice sector and outlines the role of public services in achieving this in a person-centred and trauma-informed way.

<https://www.gov.scot/publications/vision-justice-scotland/pages/2/>

We have also committed to delivering our Policing Together strategy. Through our “Policing Together” initiative we will focus on our values, behaviours and standards, ensuring that Police Scotland is a welcoming and inclusive organisation which reflects, represents and serves all of our communities. This can be found on our website at <https://www.scotland.police.uk/spa-media/lzwb5v2s/police-scotland-equality-diversity-and-inclusion-strategy-2022-26.pdf>

Demands on policing continue to evolve, becoming more complex and rising to unprecedented levels. The digital capacity and capability of criminal behaviour is increasing, whilst our officers continue to attend a high number of incidents associated with vulnerability; this not only presents challenges but opportunities to put in place innovative partnerships to provide the right response at the right time to those most in need.



	<p><b>Violence against women and girls</b> – “That Guy” campaign video and website viewed over 4m times including 2.3m engagements on social media worldwide</p>		<p><b>Equality, Diversity &amp; Inclusion</b> – increased our staff profile to reflect our communities in Scotland</p>
	<p><b>Drug seizures</b> – there has been a general upwards trend in drug supply detections since February 2022</p>		<p><b>Vulnerability</b> – Over 185,000 calls received regarding vulnerable people in our communities</p>
	<p><b>Public Satisfaction / User Experience</b> – 85% of people contacted in recent survey, were satisfied with our service. Our User Experience Survey engages with around 2,500 people monthly</p>		<p><b>Your Police survey</b> – Over 70,000 people have helped shape our local and national services in the past year</p>
	<p><b>Cybercrime</b> – detection rates for cyber related fraud have increased in the past year. Recorded fraud increased nearly 80% in a year- the cyber investigation team had an increase in demand of 2000% from 2019 (16) to 2022 (220)</p>		<p><b>Caithness Project</b> – Successful pilot scheme of participatory budgeting. The initial budget of £32,000 has been allocated to all projects which received the strongest support from residents</p>
	<p><b>Professionalism</b> – introduced new continuous integrity screening programme to protect colleagues and the public</p>		

## Policing in 2023/24

2023/24 will continue to be challenging for Police Scotland with anticipated continued rise in demand for the support of public services requiring us to respond to a range of challenges and events. This Annual Police Plan sets out the activities we will undertake over the coming year to support our strategic outcomes and objectives.

At a time when public finances are under pressure, Police Scotland will proactively look to update our operating model so we remain an effective and efficient service for our communities in a more digital and socially diverse environment. We will work tirelessly to ensure that we protect our policing services and response for the public and communities across Scotland.

Through public and stakeholder engagement we will work to design our estate to be the right size and to be able to fully support operational policing. Innovative approaches will be utilised to make sure that we continue to be accessible, visible and supporting all of the public and communities we serve.

Cyber-enabled and cyber-dependent threats will continue to both increase and evolve. It is important that we tackle these directly. We will continue to improve our specialist capabilities and strengthen local, national and international partnerships to combat this area of criminality.

This plan sets a clear direction for the service, taking into account the significant demands on policing, and a continued focus on transformation, collaboration and partnership working that will enable us to build a sustainable service for the future.

We will continue to focus on local policing response, Contact Command and Control, and public protection work to address our policing priorities and contribute to better outcomes across all of our communities.

As we reach ten years since the creation of Police Scotland, we will recognise this as significant milestone for the service. We will continue to develop and deliver key changes over the duration of this plan based on our strategic direction, which will benefit the communities of Scotland and support continued trust and confidence in policing.

The Annual Police plan sets out the key areas of focus for the service at strategic level. The development of the APP has included consideration and prioritisation of the needs of the public and communities we serve along with the wider operating environment. The activities set out within this plan will be kept under review in an open and transparent manner.

Police Scotland has a clear strategic direction and is ready to focus on the implementation and delivery of key changes to support the public and communities.

# Priorities for policing

To respond effectively to emerging threats, risk and harm our policing priorities are reviewed and set annually through Police Scotland's National Strategic Assessment.

The following sets out how we identify our priorities for policing:

How we set our priorities for policing	
<b>We consider:</b>	
National Outcomes and Strategic Police Priorities	Government and academic reviews
Local Outcome Improvement Plans	Futures and horizon scanning
Public engagement	Organisational Assessment
Partner and stakeholder views	Community Impact Assessments
Joint Strategy for Policing (2023), Policing for a Safe, Protected and Resilient Scotland	Equality and Human Rights Impact Assessments
Analysis of current and emerging threats and risk	Environmental Impact Assessments
Policing leadership knowledge and experience	Islands (Scotland) Act 2018
Demand analysis	
<b>We develop:</b>	
National Strategic Assessment	
<b>We define:</b>	
Priorities for Policing	

We also complete impact assessments to ensure we take action on any elements of our planning which could impact on equalities, communities, children and young people, or provisions within the Islands (Scotland) Act 2018.

The national strategic assessment has been refreshed for 2023. The following priorities for policing have been identified for this plan's duration.

Our Priorities for Policing	
Protecting vulnerable people	Tackling crime in a digital age
Working with communities	Support for operational policing
<ul style="list-style-type: none"> <li>• Community Wellbeing</li> <li>• Drug importation, supply &amp; harm</li> <li>• Violence against women and girls (VAWG)</li> <li>• Child sexual exploitation and abuse incl. online</li> <li>• Rape and serious sexual offences</li> <li>• Domestic abuse</li> <li>• Serious organised crime</li> </ul>	<ul style="list-style-type: none"> <li>• Human trafficking and Organised Immigration</li> <li>• Violent crime including homicide</li> <li>• Counter Terrorism</li> <li>• Public order and safety</li> <li>• Cybercrime including fraud</li> <li>• Hate crime</li> <li>• Prevention and early intervention</li> </ul>
Our organisational priorities	
<ul style="list-style-type: none"> <li>• Governance, strategic direction and change</li> <li>• Organisational design</li> <li>• Resources and demand</li> <li>• Public health approach</li> <li>• Equality, Diversity and Inclusion (EDI)</li> </ul>	<ul style="list-style-type: none"> <li>• Our people</li> <li>• Contact and engagement</li> <li>• Finance and sustainability</li> <li>• Organisational resilience</li> </ul>

Local assessments are also refreshed annually. Our Local Police Plans 2023-26 are aligned with our strategic direction, and focus on local priorities and needs. We continue to provide a national policing response, delivered locally.

## User Experience and Your Police insights

Police Scotland has built and maintains a range of high-quality activity that involves the public, communities and our partners in shaping and assessing our services. Strong response rates to our national surveys were maintained throughout 2022 making Police Scotland's public engagement activity robust and representative. We now have over 100,000 responses gathered through our sector-leading surveys like 'Your Police' focusing on public confidence in local policing, on user experience and on the experiences of victim-survivors of violence against women and girls. A further 85 surveys were designed for internal business areas on specific themes and areas which influence service delivery.

<https://consult.scotland.police.uk/>

We have continued to enhance our approaches to ensure our research public engagement activities are inclusive and non-stigmatising. All of our public surveys are available in British Sign Language and Easy Read and we are working towards availability of further languages. A series of focus groups, interviews and workshops were carried out to understand the lived experiences and perceptions of diverse communities of different age groups for informing our Violence against Women and Girls Strategy and connected approaches in public protection and local policing. Going forwards, we seek to expand the approaches we use in order to create more opportunities to listen, understand and respond to the challenges affecting communities.

Our independently led, User Experience Survey has over 48,000 responses from people who have directly used our services since it was launched in 2020, with over 15,000 people providing us with feedback to inform our service design in 2022. The Your Police open survey has been published each year since 2019, with over 71,000 people taking time to tell us their views on policing. Our largest continuous surveys (Your Police and User Experience) continue to be broadly representative of the population by age, gender, disability, and geography. A range of research is supporting policing in Scotland to understand and work collectively with people and communities often marginalised. It is vital that policing understands the lived experience of people who are seldom-heard and this informs our evidence-led approach to policing in Scotland.

## Annual Police Plan 2023/24

The Annual Police Plan sets out what we will do in the coming year to make progress against our strategic outcomes and objectives; and address our priorities for policing.

### Strategic outcomes

Our strategic outcomes describe the impact Police Scotland strives to achieve in the lives of people in Scotland; they represent our priorities for policing in the year ahead.

Our five strategic outcomes are directly aligned with the Joint Strategy for Policing (2023).

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

**The needs of local communities are addressed through effective service delivery**

**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**

## Strategic Alignment

Our strategic outcomes provide a clear route from the Scottish Government's outcomes and priorities, including the Justice Strategy, through Police Scotland's strategies, plans and performance reporting, enabling us to demonstrate alignment and clearly articulate our ambitions and progress.



## **Joint Strategy for Policing (2023) – Policing for a safe, protected and resilient Scotland**

The Scottish Police Authority and Police Scotland set out the strategic direction and associated outcomes for policing in this document. This drives Police Scotland's approach to all other strategies and implementation plans, ensuring a consistent cascade of purpose for policing in Scotland.

The Scottish Police Authority and Police Scotland set out the strategic direction and associated outcomes for policing in this document. This drives Police Scotland's approach to all other strategies and implementation plans, ensuring a consistent cascade of purpose for policing in Scotland.

In 2020, the Scottish Police Authority and Police Scotland agreed and published our Joint Strategy for Policing (2020), Policing for a Safe Protected and Resilient Scotland. This strategy describes our ambitions for the future of policing in Scotland framed around five strategic outcomes.

Good progress has been made in developing our service since that point and the time is right to review our strategy. The Vision for Justice was published in 2022, and Scottish Government has recently reviewed and confirmed their Strategic Police Priorities for the next three years.

Together we have reviewed progress, considered public and colleague insights, and undertaken a strategic assessment. We have reflected on what has changed since 2020, and what we anticipate changing in the years to come and how this impacts on the future of policing.

As a result of this work, supported by the Scottish Police Authority Board and Police Scotland's Executive, we have updated the Joint Strategy for 2023 to reflect our progress to date and adjust some areas of emphasis within our strategic outcomes. These outcomes remain fully aligned to the Strategic Police Priorities. Following public and stakeholder engagement, this will be published early in 23/24.

### **Annual Police Plan**

This plan summarises what we will do in the coming year to make progress against our strategic outcomes and priorities for policing. The Annual Police Plan is underpinned by more detailed plans at Deputy Chief Constable and Deputy Chief Officer level.

### **Performance Framework**

Our outcomes focused performance framework is linked to our plans and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. This is developed alongside the Annual Police Plan.

### **Enabler Strategies**

Police Scotland is constantly working towards making the service sustainable, environmentally responsible, more efficient and continually relevant in a world of innovation and developing technologies. Our enabler strategies give direction and commitment to key areas such as People, Fleet, Cyber, Estates, Public Contact and Engagement, Environment, Procurement, Enabling Policing for the Future Programme, Digital, Equality, Diversity and Inclusion, and VAWG. These are reviewed every three years or before if required to ensure they remain fit for purpose.



## Local Police Plans

In addition to the Annual Police Plan, Police Scotland's 13 local policing divisions produce Local Police Plans. The content and character of Local Police Plans are determined by Local Area and Divisional Commanders engaging with local authorities, who are each responsible for approving their respective Local Police Plan through local authority scrutiny boards. These local plans reference distinct priorities, objectives, outcomes and performance measures aimed at improving the lives of people in our communities. They link to wider community planning arrangements, with Local Outcome Improvement Plans taken into account in their development. Our Local Police Plans for 2023-26 are published on our website.

# Outcome 1.

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

To protect people effectively, Police Scotland will continue to focus on keeping the public and communities in Scotland safe from harm, whilst exploring innovative technologies and partnerships.

Our approach will help Police Scotland to contribute to wider efforts to tackle societal issues such as violence against women and girls, as well as work to transform justice system to deliver trauma-informed and victim-focused services within a wider framework of a rights based policing approach.

We find ourselves moving at an ever-increasing pace from the physical to the digital world; a move that creates opportunities for new and complex crime types. This shift also affects traditional crime, much of which now has a digital element.

Police Scotland will continue to be a key contributor to local joint planning and delivery, as well as to national cross-sectoral partnerships, helping drive a shift to prevention and early intervention across services.

Key	
Operational activity	* Change activity
<p>Note: Activities in this plan are designated as operational or change using different background colours. An asterisk symbol * is also used to distinguish activity which has been categorised as change activity to enhance user accessibility. All other activity is categorised as operational.</p>	

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Co-ordinate delivery of our Violence Against Women and Girls strategy and respond to the introduction of any new legislation by the Scottish Government	DCC Crime and Operational Support	Improve the local and national response to domestic abuse, sexual crime, stalking and harassment, forced marriage and honour based abuse through training, guidance and organisational learning that is trauma-informed	Quarterly	<p>What activity has been undertaken?</p> <p>What does evaluation of colleague feedback tell us about how effective this has been?</p> <p>What does survivor engagement tell us about their experience and how we are acting on insights?</p> <p>How effectively have we worked with partners to reduce barriers to reporting and increase shared learning?</p>
			Develop a cohesive strategy to address and prevent sexual misconduct and Abuse of Position for a Sexual Purpose (APSP) within Police Scotland	Q1, Q3	<p>What is the increase in the volume of reports which include elements of APSP and sexual misconduct?</p> <p>Does continued sexual misconduct review demonstrate increased confidence in reporting incidents of APSP and sexual misconduct?</p>
			Work with PIRC and Crown Office regarding best practice and organisational learning to inform the prevention programme on sexual misconduct	Quarterly	<p>Are victims, witnesses and subject officers involved in APSP and sexual misconduct investigations being better supported from a welfare perspective?</p> <p>Has awareness been raised of what constitutes APSP and sexual misconduct?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>We keep people safe in the physical and digital world</p>			<p>Engage with partners to build on our relationships with communities and reduce barriers to reporting</p> <p>Enhance collaborative work with partners to educate the public using platforms such as ThatGuy2, 16 days of Action and the annual Domestic Abuse Campaign</p> <p>Raise awareness and understanding of intersectionality, where all individuals including women and girls may be at risk</p> <p>Improve access to support services for all victims and witnesses by increasing internal awareness of services available and through continued partnership working</p>		<p>How effectively have we worked with partners to reduce barriers to reporting and increase shared learning?</p> <p>How many cases complete the full criminal justice process to plea or trial and what are the outcomes?</p> <p>How effective have national and local media campaigns been in raising awareness of VAWG?</p> <p>Additional measures will be set out in the refreshed performance framework in June 2023</p> <p>What feedback have we received from partners, including the VAWG Stakeholder Engagement Forum?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Implement recommendations of the Public Protection Development Programme Review	DCC Crime and Operational Support	<p>Examine our protocols and processes and coordinate them with those of our key partner agencies and commit to delivering an improved witness and victim journey</p> <p>Collaborate across policing teams/departments and with partner agencies to develop integrated models and facilitate communication and decision making</p> <p>Continue to embed evidence led approaches to improve our knowledge, improve upon our internal data and how we use it to better understand the nature and degree of particular issues and determine what services are required in response</p>	Quarterly	What progress has been made in implementing the recommendations of the Public Protection Development Programme Review?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Work with strategic partners to implement Bairns' Hoose in Scotland	DCC Crime and Operational Support	<p>Participate within the national Bairns' Hoose Governance Group</p> <p>Finalise the Scottish standards for Bairns' Hoose</p> <p>Collaboratively design and deliver services locally, harnessing national expertise to support local policing partnerships</p>	Q1, Q2, Q4	What progress has been made in implementing Bairns' Hoose in Scotland?
	Develop our skills mix to facilitate future protest demand in line with a human rights-based approach	DCC Crime and Operational Support	<p>Conduct and finalise a scoping exercise to identify the necessary skills profile</p> <p>Develop and implement a plan to improve our skills mix</p>	<p>Q1</p> <p>Q3</p>	How successfully have we developed our public order capability to facilitate protest?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>We keep people safe in the physical and digital world</p>	<p>Delivery of the Cyber Strategy and Transformation Programme, Policing in the Digital World, to design and deliver new services and approaches to policing in an increasing online and digital world *</p>	<p>DCC Crime and Operational Support / DCO Corporate Support *</p>	<p>Deliver rights based approach to the implementation of new technology</p> <p>Pilot rights based approach with CAID</p> <p>Assess approach to implementation</p> <p>Implement new technology pipeline to enable effective policing and investigation of crime</p> <p>Build partnership approaches to prevention, investigation and detection *</p>	<p>Q2, Q4 *</p>	<p>What is the impact on new technology on our investigation of crime?</p> <p>Has the rights based approach to implementation of new and emerging technology maintained trust and confidence in policing? *</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Deliver increased capability and capacity for investigative, intelligence and seizure opportunities across all crypto assets to both specialist and local policing areas	DCC Crime and Operational Support	<p>Increase Police Scotland's progressive multi-agency and partnership collaboration through intelligence sharing to disrupt, enforce and prevent digital assets from funding SOCG activities</p> <p>Implement training delivery plan, software and licences for specialist areas and local policing divisions to add value across the 4 Ps of Prevent, Protect, Prepare &amp; Pursue</p>	Quarterly	<p>Effective allocation of available licences to both specialist and local policing divisions</p> <p>Frequency and delivery of meaningful and actionable intelligence products that can be shared across different levels within and outwith law enforcement.</p> <p>How effective is Police Scotland working with partner agencies to disrupt SOCG digital financial activities?</p>
	Design and implement Cyber Choices approaches to divert persons away from criminal behaviour	DCC Local Policing	Initiate pilot engagements with target audience and raise awareness with select partners	Q1, Q3	<p>What impact has the Cyber Choices Strategy had on criminal behaviour?</p> <p>Quantify engagements and number of potential referrals through select partners/pathways</p>



Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Improve our response and capacity to effectively tackle fraud	DCC Crime and Operational Support	<p>Disseminate fraud prevention advice and educational inputs to individuals and organisations</p> <p>Implementation of the Fraud Strategic Governance Group to provide an oversight of emerging fraud trends, threats and risks that impact the communities of Scotland</p> <p>Development of a multi-agency financial crime triage hub to streamline and improve the assessment, allocation and investigation of financial crime across Police Scotland and partner agencies</p>	Quarterly	<p>How effectively are we tackling fraud?</p> <p>How effectively is Police Scotland working with partner agencies to strengthen the protections of individuals, communities and infrastructure against fraud?</p> <p>How effectively is Police Scotland working with partner agencies to increase the identification of individuals and organised crime groups engaged in financial crime?</p> <p>How effectively is Police Scotland working with partner agencies to reduce the impact of fraud, ensuring a victim centred approach?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Develop partnership approaches to tackle drug-related deaths, drug-related harm and improve community wellbeing, including the impact of safer consumption facilities on policing	DCC Local Policing	Use public health principles to identify, support and develop innovative ways to reduce the harm associated with problematic drug use	Q1, Q3	How is Police Scotland helping reduce the harm caused by controlled substances in our communities?  How effective is the introduction of new measures in reducing drugs harms?
	Lead on development of a violence prevention approach to work concurrently with that of the Scottish Government	DCC Local Policing	Review collaborative approach with Scottish Government and other stakeholders  Support development of the Scottish Government Violence Prevention Framework  Design and deliver a violence prevention approach  Consider outcome of repeat victimisation research commissioned by Scottish Government and the Scottish Crime and Justice Survey results  Overview of progress, further engagement with stakeholders, develop and implement a collaborative strategy	Q2, Q4	How effective is Police Scotland at tackling serious violent crime?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Lead on development of a violence prevention approach to work concurrently with that of the Scottish Government	DCC Local Policing	<p>Review collaborative approach with Scottish Government and other stakeholders</p> <p>Support development of the Scottish Government Violence Prevention Framework</p> <p>Design and deliver a violence prevention approach</p> <p>Consider outcome of repeat victimisation research commissioned by Scottish Government and the Scottish Crime and Justice Survey results</p> <p>Overview of progress, further engagement with stakeholders, develop and implement a collaborative strategy</p>	Q2, Q4	How effective is Police Scotland at tackling serious violent crime?
	Understand, measure and evidence demand to influence decision making at strategic, operational and tactical levels through the development of demand data dashboards and methodologies	DCC Professionalism, Strategy and Engagement	<p>Development of a missing persons dashboard</p> <p>Development of a criminal justice dashboard</p> <p>Development of a crime dashboard</p>	Q1, Q3	How effective has our use of dashboards been in addressing Police Scotland's strategic priorities?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We keep people safe in the physical and digital world	Increase the capability and capacity of Counter Terrorist Specialist Firearms Officers across the country	DCC Crime and Operational Support	<p>Introduce a new recruitment process and refreshed approach to succession planning</p> <p>Develop our indoor and outdoor technological capability</p>	Q3, Q4	<p>How has our approach affected the number of armed officers on the CTSFO pathway?</p> <p>Has our approach improved succession planning?</p> <p>How have we improved our technological capacity?</p>
Design services jointly to tackle complex public safety and wellbeing challenges	Continue to work with agencies to explore the risks around the post-pandemic recovery, the cost of living crisis and resilience, including winter resilience, and to develop strategies to mitigate these risks	DCC Crime and Operational Support	<p>Daily, weekly and monthly monitoring of absence levels</p> <p>Monitor the emergence of cost of living based protest</p> <p>Develop regional resilience partnerships via regional work plans to mitigate risks identified through Scottish Risk Assessment Process</p>	Quarterly	<p>How do our absence levels affect our ability to work in partnership at 7.5%, 10% and 15%?</p> <p>Number of cost of living based protests</p> <p>Review of the plans tested, exercised, utilised in response and lessons learned and developed</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Design services jointly to tackle complex public safety and wellbeing challenges	Continue to evaluate the implementation of the Naloxone Programme, share best practice with other police services and engage with key partners to continue to assist in reducing drug deaths	DCC Local Policing	Completion of national Naloxone roll out  Evaluation of contribution towards drugs-related deaths figures in Scotland	Q2, Q3	How is Police Scotland working to reduce the harm caused by drug related deaths?
	Design and develop participatory approaches to engage and involve the public and communities in policing services and challenges	DCC Professionalism, Strategy and Engagement  DCC Local Policing	Design and development of projects with local divisions including:  Dundee – Listening Forum  Edinburgh – Your Police: Your Decide	Q2, Q4	Evaluation and insights from participants

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Design services jointly to tackle complex public safety and wellbeing challenges	Through the increased use of intelligence led policing and proactive engagement with all road users, reduce death and serious injury on Scotland's road network	DCC Crime and Operational Support	<p>Review of engagement and enforcement undertaken in support of National Calendar of Road Safety Activity</p> <p>Use proactive enforcement, including speed enforcement and the targeting of impaired driving, to protect all road users, and in particular vulnerable road users</p> <p>Utilise flexible deployments of Safety Camera Unit resources to address emerging casualty trends</p> <p>Optimise understanding and maximise learning through an in-depth roads fatality study</p>	Q2, Q4	How effective are Police Scotland's activities to improve road safety in Scotland?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We support policing through proactive prevention	Design, develop and implement a Public Health Strategy for policing in Scotland	DCC Professionalism, Strategy and Engagement	<p>Design and agree approach to develop the strategy</p> <p>Engage with the public, communities, colleagues and key stakeholders to shape the direction and approach</p> <p>Design and develop measures to enable oversight of progress</p> <p>Publish and implement the strategy</p>	<p>Quarterly</p> <p>Q4</p>	<p>Has an approach been agreed?</p> <p>How effective has engagement been in the development of this work?</p> <p>What progress has been made in implementation following publication of the strategy</p> <p>Has Police Scotland successfully designed a Public Health Strategy?</p>
	Enhance intelligence capture and development to identify vulnerable children who are being exploited for the purpose of County Lines drug supply	DCC Crime and Operational Support	<p>Delivery of education to increase awareness and ensure intelligence that is captured and developed</p> <p>Recruit in order to participate in the National County Lines Coordination Centre</p>	Quarterly	How does Police Scotland support Scotland's Serious Organised Crime Strategy?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We support policing through proactive prevention	Enhance intelligence capture and development to identify vulnerable children who are being sexually exploited and targeted	DCC Crime and Operational Support	Utilise Child Sexual Exploitation (CSE) Threat Desk to best effect to ensure Divisional Intelligence and PPU are reporting on all known CSE matters	Q2, Q4	How effectively are we supporting vulnerable children at risk of sexual exploitation?
	Develop and implement a communications strategy that will encourage all colleagues to be more vigilant and proactive in challenging, reporting and combating, breach of professional boundaries, infiltration and other corrupt activity	DCC Professionalism, Strategy and Engagement	Develop and agree a strategy and programme of activity  Run campaigns to raise awareness	Q2, Q4	What activity has been undertaken?  What is evaluation telling us about how effective this has been in increasing colleague understanding and confidence?  Has there been an increase in reporting?



# Outcome 2.

## The needs of local communities are addressed through effective service delivery

The role of policing is to keep people safe, wherever they live. We will continue to improve the services we provide as society evolves, ensuring we embed accessibility and inclusivity into all our services.

For policing to meet the needs of our local communities we must work closely with individuals, their representatives and other service providers to ensure we have a shared understanding of the environment and the role of policing within it.

We continue to benefit from being a national service, with all areas being able to call upon additional operational support and specialist services to assist with incidents and investigations, large planned and unplanned events, and other situations where these resources are needed. We recognise that different areas of the country differ in their requirements from Police Scotland. The organisation works closely with the Scottish Government in line with provisions made in the Islands (Scotland) Act 2018 to ensure that the specific needs of rural and island communities are considered in wider policy.

Key	
Operational activity	* Change activity
<p>Note: Activities in this plan are designated as operational or change using different background colours. An asterisk symbol * is also used to distinguish activity which has been categorised as change activity to enhance user accessibility. All other activity is categorised as operational.</p>	

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Understand our communities and deliver the right mix of services to meet their needs</p>	<p>Implement Strategic Efficiency and Redesign Review (SERR) across the organisation</p>	<p>DCO Corporate Support</p>	<p>Procure external services to support wider roll-out</p> <p>Begin phased roll out of discovery phase</p> <p>Final report and recommendations for each discovery phase</p> <p>Implementation of proposals and monitoring</p>	<p>Q1</p> <p>Quarterly</p>	<p>How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Understand our communities and deliver the right mix of services to meet their needs	Deliver Contact Engagement and Resolution Project (CERP)*	DCO Corporate Support *	Implement refreshed THRIVE programme 2023/24  Deliver revised C3 Target Operating Model (TOM) 2023/24  Implement enhanced direct crime recording *	Quarterly *	How successfully have we been in delivering the Contact Engagement and Resolution Project?  What are the benefits of the revised C3 TOM? *
	Continue to review and recalibrate the model for delivery of policing services in Scotland for the public and communities *	DCC Local Policing *	Complete the Resource prioritisation exercise and work programme.  Monitor the approach and effectiveness *	Quarterly *	What is the impact of our recalibrated model of delivery for operational policing? *

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Support our communities through a blend of local and national expertise	Continue to transform our existing custody estate to modern, safe places and gateways for the delivery of wellbeing, diversion and transformation services	DCC Local Policing	<p>Publish the Criminal Justice Plan to enhance alternatives to prosecution within the CJ outcomes framework</p> <p>Build on Mental Health Pathways to support people in custody</p> <p>Develop Criminal Justice Hubs to maximise benefits</p> <p>Complete the upgrade of custody suites as a result of HMICS recommendations working with partners including the NHS</p>	Q1, Q3	<p>Number of people in police custody who are referred to partners</p> <p>Number of times people in custody seen one or more times by NHS partners within custody suites</p>
	Develop and implement improvement plan for C3 based on HMICS recommendations and findings of short life working group	DCC Local Policing	<p>Colleague engagement</p> <p>Development of Plan</p> <p>Implementation of planning objectives</p> <p>Report on progress and final evaluation</p>	Quarterly	<p>HMICS recommendations completed and discharged</p> <p>Colleague engagement</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Support the changing nature of communities	Embed Police Scotland's updated Equality Outcomes for service delivery across the service	DCC Local Policing	Develop understanding of the accessibility barriers to improve victims' confidence to report hate crime, with approaches in place to proactively address them  Develop the availability of methods and approaches used by the public	Q1, Q4	Is Police Scotland embedding the Equality outcomes into all areas of the service?
	Implement the plan to deliver the HMICS Hate Crime Recommendations	DCC Local Policing	Delivery of the recommendations within an implementation plan	Quarterly	How successfully have we delivered against the Hate Crime Recommendations?  What is the impact on lived experience?

# Outcome 3.



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

Our values are at the heart of everything we do. Our human rights based approach to policing along with ethical and privacy considerations are of the utmost importance to the service we provide. Public confidence in policing impacts how safe individuals feel. The communities we serve should feel confident that we will always police in a way that is fully underpinned by our values of fairness, integrity, respect and human rights.

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions.

Engaging with people strengthens relevance, responsiveness and accountability and builds trust. It helps us learn about people and create services that meet their needs. We will improve and refocus our engagement activities to ensure that we are reaching diverse communities.

Key	
Operational activity	* Change activity
<p>Note: Activities in this plan are designated as operational or change using different background colours. An asterisk symbol * is also used to distinguish activity which has been categorised as change activity to enhance user accessibility. All other activity is categorised as operational.</p>	

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	Continue to lead and embed our engagement approach and framework to provide assurance that all appropriate matters are considered with the public and communities which could impact on policing legitimacy and consent, enabling key elements of democratic innovation	DCC Professionalism, Strategy and Engagement	Delivery of Police Scotland public and stakeholder engagement plan	Quarterly	What public and stakeholder engagement has Police Scotland undertaken to gather insights and test considerations?
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Provide communications services to support policing priorities	DCC Professionalism, Strategy and Engagement	Continue to develop and roll-out a message calendar  Provide professional guidance to colleagues when communicating on official channels	Quarterly	How effective have our media campaigns been in contributing to local and national initiatives?  How effective has the professional guidance been in assisting officers and staff in the delivery of operational policing?
	Continue implementation of a new Unified Communications and Contact Platform (UCCP) *	DCO Corporate Support *	Implementation in line with milestones in final schedule *	Quarterly *	How successfully have we implemented UCCP? *

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Provide communications services to support policing priorities	DCC Professionalism, Strategy and Engagement	Continue to develop and roll-out a message calendar  Provide professional guidance to colleagues when communicating on official channels	Quarterly	How effective have our media campaigns been in contributing to local and national initiatives?  How effective has the professional guidance been in assisting officers and staff in the delivery of operational policing?
	Continue implementation of a new Unified Communications and Contact Platform (UCCP) *	DCO Corporate Support *	Implementation in line with milestones in final schedule *	Quarterly *	How successfully have we implemented UCCP? *
Work with local groups and public, third and private sector organisations to support communities	Work with the NHS and local authorities to improve partnership working and ensure data protection is prioritised whilst continuing to protect the public	DCC Crime and Operational Support	Develop resilience partnership structures to encourage and facilitate the sharing of relevant information	Q4	What improvements have we made to our partnership working structures?



# Outcome 4.



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

The safety and wellbeing of our officers and staff are at the heart of Police Scotland’s commitments. The challenges for policing have never been as significant as experienced throughout the ongoing Coronavirus pandemic. Crime is evolving in line with wider societal change and there is increasing scrutiny and pressure in relation to police actions.

We will create the environment for our staff to be able to work effectively and equip them to make decisions, ensuring they are trusted and empowered to do so.

Key	
Operational activity	* Change activity

Note: Activities in this plan are designated as operational or change using different background colours. An asterisk symbol \* is also used to distinguish activity which has been categorised as change activity to enhance user accessibility. All other activity is categorised as operational.

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Prioritise wellbeing and keep our people safe, well equipped and protected</p>	<p>Design, develop, deliver and commence implementation of a new People Strategy</p>	<p>DCO Corporate Support</p>	<p>Agree strategy development approach and governance</p> <p>Engage and involve colleagues, stakeholders and partners to shape the future direction</p> <p>Draft and share the final strategy for approval</p> <p>Draft and share an implementation plan for approval</p> <p>Refresh, design and develop people measures to enable oversight of progress</p>	<p>Q2, Q4</p>	<p>Has an approach been agreed?</p> <p>How effective has engagement been in the development of this work?</p> <p>What is the impact of our People Strategy on colleague experience?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Prioritise wellbeing and keep our people safe, well equipped and protected	Design, develop, deliver and commence implementation of a refreshed Strategic Workforce Plan (SWP)	DCO Corporate Support	<p>Agree SWP development approach and governance</p> <p>Engage and involve colleagues, stakeholders and partners to inform and shape the future direction</p> <p>Draft and share the SWP for approval</p> <p>Set out the SWP implementation approach and monitor progress</p>	Quarterly	What has been the impact of the direction set out in the SWP on resourcing in Police Scotland?
	Develop organisational design and workforce change capability to embed best practice throughout the service	DCO Corporate Support	Agree the approach and principles, and implement and embed within Police Scotland	Q2, Q4	What has been the impact of building organisational design and workforce change capability?

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Support our people to be confident leaders, innovative, active contributors and influencers</p>	<p>Deliver the Equality, Diversity and Inclusion training programme</p>	<p>DCC Professionalism, Strategy and Engagement</p>	<p>Implement the commitments and milestones outlined in the Policing Together implementation plan</p> <p>Provide enhanced leadership training to provide our people with the confidence, skills and knowledge to address issues arising and challenge discrimination</p>	<p>Quarterly</p>	<p>How has this programme improved public confidence?</p> <p>How does Police Scotland proactively promote, support and mainstream equality and diversity initiatives?</p> <p>How effective is Police Scotland's workforce development?</p> <p>What are our Staff Associations, Unions and Diversity Network Chairs telling us?</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Support our people to identify with and demonstrate Police Scotland Values and have a strong sense of belonging.</p>	<p>Embed Policing Together across the service and enable an inclusive environment where all colleagues can thrive</p>	<p>DCC Professionalism, Strategy and Engagement</p>	<p>Coordinate service-wide progress against key deliverables of the Policing Together Strategy Implementation Plan</p> <p>Work with the Policing Together Independent Review Group to support its remit to critically review our approach to equality, diversity, inclusion and human rights</p> <p>Report to the Policing Together Strategic Oversight Board on progress</p>	<p>Quarterly</p>	<p>What impact has Policing Together had on the culture of Police Scotland?</p> <p>Do colleagues have increased confidence when it comes to handling and being aware of equality, diversity and inclusion issues?</p> <p>Insights from the Policing Together Colleague Panel</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
<p>Support our people to identify with and demonstrate Police Scotland Values and have a strong sense of belonging.</p>	<p>Continue to ensure our vetting function enables the service to be assured all new applicants behave in accordance with and uphold the values of the organisation</p>	<p>DCC Professionalism, Strategy and Engagement</p>	<p>Benchmark with policing partners across the UK and internal colleagues within PSD to share best practice and organisational learning</p> <p>Continually review our processes and risk management framework to keep abreast of developments and emerging trends and threats</p> <p>Promote and ensure compliance with Police Scotland's Standards of Professional behaviour, values and ethics during our interactions with vetting applicants</p>	<p>Q2, Q4</p>	<p>What steps is Police Scotland taking to ensure that vetting is fit for purpose?</p> <p>How well does the vetting process identify and stop individuals who are unsuitable to work in policing from entering the organisation?</p> <p>How well does the vetting process identify and manage risks of officers and staff already employed?</p>

# Outcome 5.



## Police Scotland is sustainable, adaptable and prepared for future challenges

Ongoing political, technological, economic and societal changes as well as unforeseeable emergencies on a local and global scale require the police service to adapt and respond to future challenges in order to maximise the benefits of future opportunities. This includes working to reduce the impact of our activity, estates and fleet on the environment. Police Scotland aims to make a significant contribution to the Scottish Government’s 2040 carbon neutral target and 2045 zero greenhouse gas emissions target.

Everyone has a role to play in improving financial sustainability, making efficient use of resources and eliminating waste to deliver best value. Procurement of and demand for goods and services will remain under scrutiny, ensuring resources are used in the most efficient way possible to meet the greatest need.

Key	
Operational activity	* Change activity
<p>Note: Activities in this plan are designated as operational or change using different background colours. An asterisk symbol * is also used to distinguish activity which has been categorised as change activity to enhance user accessibility. All other activity is categorised as operational.</p>	

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
We use innovative approaches to accelerate our capacity and capability for effective service delivery	Deliver the Police Scotland Housing Strategy	DCO Corporate Support	Continue delivery of upgrades, new leases and disposals	Quarterly	Evidence of delivery of the implementation plan at each phase, i.e. Gairloch, Strontian, Shetland
	Review and refresh the Police Scotland enabler strategies including Estates, Fleet and Public Contact and Engagement following approval of the updated Joint Strategy for Policing 2023-2026	DCC Professionalism, Strategy and Engagement	Design and agree review approach  Complete evidence review  Delivery of refreshed enabler strategy products	Q4	Publication of Strategy documents
	Finalise and deliver an Air Capability Strategy to enhance support and service delivery across operational policing	DCC Crime and Operational Support	Design strategy development approach  Engage and consult with key stakeholders  Agree the Air Capability Strategy  Publication of strategy and implementation plan	Q2	What progress has been made to enhance our air capability?



Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Commit to making a positive impact through outstanding environmental sustainability	Develop and implement innovative and sustainable methods to ensure Police Scotland is a sustainable organisation	DCO Corporate Support	Continue implementation of Environmental Strategy	Q4	What progress is Police Scotland making in the delivery of its Fleet, Estates and Environmental strategies?
			Publication of statutory Adaptation Strategy	Q2	
			Continue implementation of Fleet strategy	Q2 & Q4	
			Implementation of Estates Transformation Strategy	Q4	<p>Average age of fleet</p> <p>Vehicle availability (Percentage of fleet)</p> <p>Proportion of vehicles that are ULEV (Percentage of fleet)</p> <p>Percentage footprint of the estate which is co-located / shared with our partners</p> <p>Percentage footprint of the estate that is in good or better condition</p> <p>Total carbon emissions per m2 of estate</p> <p>Reduction in Co2 emissions</p>

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Support operational policing through the appropriate digital tools and delivery of best value	Finalisation of a refreshed digital strategy for policing, and new operating model for Digital Division	DCO Corporate Support	<p>Publication of new Digital Strategy</p> <p>Finalised Strategic Outline Business Case</p> <p>Progress proposed operating model through required governance processes</p>	<p>Q2</p> <p>Q2, Q4</p> <p>Q2, Q4</p>	tbc
	Refresh of Joint Police Scotland and Scottish Police Authority Procurement Strategy for 2024	DCO Corporate Support	<p>Review of current procurement strategy and legislative requirements</p> <p>Design and agree approach to refresh the strategy</p> <p>Engage with key stakeholders</p> <p>Agree the refreshed procurement strategy</p>	Q4	Delivery of the strategy

Objective	To achieve this objective	Lead	Key milestones	Update expected	Performance measures and insights
Support operational policing through the appropriate digital tools and delivery of best value	Lead, design, develop and deliver a longer term Policing Plan and Portfolio plans.	DCC Professionalism, Strategy and Engagement	<p>Agree the approach to design and develop the plan</p> <p>Engage with key stakeholders, the public, communities and colleagues</p> <p>Delivery of a longer term plan for policing capturing resource and financial implications</p>	Q4	Delivery of the plan

# A sustainable service



## Resource

Financial sustainability has been the primary objective of the financial planning strategies developed since 2016, all of which highlighted the significant funding challenges facing the service. A balanced budget along with a manifesto commitment to real terms protection provided policing with a stable platform and a route to maintaining financial sustainability over the longer term and these assumptions formed the basis of the latest five year financial plan that was approved by the Authority in September 2021. However, the Resource Spending Review (RSR) published in May 2022 removed the real terms protection commitment and instead indicated a flat cash settlement for policing until FY 2026/27.

The Scottish Budget confirmed a £80m core revenue funding uplift for policing for 2023/24, an increase of 6.4% on the previous year. Whilst this settlement is not as severe as the flat cash position indicated by the RSR, £37m of the £80m is required to meet the costs of the 2022/23 pay award, leaving a **true figure of £43m** for allocation in 2023/24. When set against significant inflationary and other cost pressures, alongside expectations for 2023/24 pay award, the current funding allocation actually represents a real terms reduction in funding requiring difficult choices to be made. The core budgeting assumption is that the overall workforce will be reduced by ~3.7% in order to make the necessary savings required to deliver a balanced budget. Significant work has been undertaken to identify how this will be managed in the forthcoming financial year, with the overarching approach focusing on reducing service levels rather than seeking to stop any activity.

## Investment

Police Scotland's transformation journey will continue to focus on developing organisational capability, i.e. Body Worn Video, but also in ensuring that the organisation is as efficient and effective as possible to live within the funding available, i.e. through investment in our digital capability, the roll out of Enabling Policing for the Future (EPF) and the wider roll-out of the Strategic Efficiency Redesign and Reinvestment Review (SERR). Capital investment is largely focused on meeting the key core requirements of the organisation. We will continue to progress our fleet strategy, further enhance our charging infrastructure network, and continue to invest in the Estate and ICT infrastructure, and replace key core equipment to ensure that officers and staff are fully equipped and have the capability to carry out their jobs. However, the pace of delivery of these plans will be limited within the funding available, particularly as spending power has also been eroded by high inflation.

Type of Expenditure	2023/24 Revenue budget £m	
Revenue	Police Officer Costs	883.6
	Police Staff Costs	246.9
	Non-Pay Costs	193.5
	Income	-45.5
	<b>POLICE SCOTLAND NET REVENUE EXPENDITURE</b>	<b>1,278.5</b>
Capital (BAU and Transformation)	Core capital allocation	45.5
	Capital reform	4.6
	Capital receipts	2.9
	<b>CAPITAL EXPENDITURE</b>	<b>53.0</b>
Revenue Reform		20.0
<b>TOTAL</b>		<b>1,351.5</b>

# Equality, Diversity and Inclusion



The work of Police Scotland is underpinned by our commitment to equality, diversity and inclusion in our interactions with the communities we serve as well as our own staff.

We are committed to developing and promoting best practice in the refresh of our Equality outcomes for 2023. These can be found along with our commitment and duties to equality, diversity & inclusion at: <https://www.scotland.police.uk/about-us/how-we-do-it/equality-and-diversity/>

This plan was subject to an Equalities and Human Rights Impact Assessment (EqHRIA) in compliance with the Scottish Public Sector Equality Duty. A summary is published alongside the Annual Police Plan on the Police Scotland website: <https://www.scotland.police.uk/about-us/police-scotland/strategic-planning/>

Separate EqHRIAs will be undertaken for the activities described in this plan as required.

# Governance and Performance



Effective scrutiny and oversight are key elements to ensure that policing retains the trust and confidence of the communities of Scotland. We pride ourselves on transparency and accountability and as such, have created comprehensive and robust arrangements for the governance of this plan and monitoring our performance.

Prior to publication, the plan is laid before the Scottish Parliament and made visible to the SPA. Upon publication, activities related to the outcomes and objectives are monitored through Police Scotland's quarterly performance reports, informed by our performance framework. These reports are presented to the SPA. A biannual report, specific to the progress of the APP is presented to the SPA and made available to the public online.

# Accountability



## Accountability

The governance structures outlined are designed to ensure that Police Scotland provides a service that is relevant, legitimate and consistent with the principle of 'policing by consent'.

### Scottish Police Authority

Police Scotland present information and reports on a frequent basis to the SPA. All board and committee meetings are available online. Please visit this site for further details: <https://www.spa.police.uk/meetings/>

### Criminal Justice Committee

Key policing issues are discussed by the Scottish Parliament's Criminal Justice Committee. Please visit this site for further details: <https://www.parliament.scot/chamber-and-committees/committees/current-and-previous-committees/session-6-criminal-justice-committee>

Crime and Justice Statistics are published by Scottish Government. Please visit this site for further details: <http://www.gov.scot/Topics/Statistics/Browse/Crime-Justice>

### Local scrutiny

Each of Scotland's local authorities also has scrutiny arrangements in place to allow them to influence policing at a local level. This successful partnership between local authorities and local Police Scotland divisions is evident in close working relationship within Community Planning Partnerships and other local planning arrangements.

### His Majesty's Inspectorate of Constabulary in Scotland (HMICS)

HMICS provides independent scrutiny of both Police Scotland and the SPA to deliver services that are high quality, continually improving, effective and responsive to local needs.

### Police Investigation and Review Commissioner (PIRC)

The PIRC undertakes independent investigations into the most serious incidents involving the police and provides independent scrutiny of the way police bodies operating in Scotland respond to complaints from the public.



# 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 at: <https://www.scotland.police.uk/contact-us/>

## Public engagement and insight

As part of the development of the Annual Police Plan we have undertaken a period of engagement in early 2023 to allow the public and our partners to provide feedback regarding our strategic direction. Questions on our Annual Police Plan and priorities have been included in Police Scotland's Your Police Survey from 6 February 2023 to 23 March 2023. The results of the engagement showed support for the outcomes, objectives and direction set out. This feedback was captured and used to shape the final version of this Plan. Further information about this and our wider engagement can be found on our consultation and engagement hub at: <https://consult.scotland.police.uk/>

## 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 our website. Our main national channels can be found at:

**Twitter:** @policescotland

**Facebook:** <https://www.facebook.com/PoliceScotland>

Please note that our social media channels are not monitored 24/7 and should not be used for reporting crime. Please dial 999 in an emergency, and 101 in a non-emergency situation.

## 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). A summary of the EqHRIA is published alongside the final published document on the Police Scotland website.

This Annual Police Plan can be made available in various alternative formats. For more information, please contact us via our online form: <https://www.scotland.police.uk/contact-us/>.

Deaf, deafened, hard of hearing or speech-impaired callers can contact us via Text Relay on 18001101.

