# **Annual Police Plan (APP) 2025/26 Deliverables**

The Annual Police Plan (APP) sits below the three-year plan and offers a more granular level of detail to the commitments agreed in the long-term plan and ensures effective monitoring and performance reporting of these milestones. This year’s APP reflects the year two commitments set out in the three-year business plan.

This document outlines the deliverables within each milestone across our priorities for 2025/26. We will report to the Scottish Police Authority (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.

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| **SAFER COMMUNITIES** | |
| **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.**  **Business Owner -** ACC Local Policing North and C3 |  |
| **Key deliverables** | **Delivered by** |
| Assess, agree and complete the full scope of the projects deliverables and identify the benefits and key milestones. | Q1 |
| Identify technical dependencies such as critical markers and data governance and address historical inefficiencies through new technology and business process. | Q1 |
| Undertake a training needs analysis within Contact, Command and Control Division (C3) and the wider organisation relating to command and control to ensure all users are ready and upskilled for the ‘go live’ date. | Q2 |
| Deliver new omni-channel contact centre solution for C3, replacing 999, 101 and Contact Us platforms. | Q2 |
| Deliver new Customer Relationship Management (CRM) solution for C3 public contact handling. | Q2 |
| Add real-time demand management to new Workforce Management (WFM) solution for C3 Service Centre. | Q2 |
| Assess and deliver additional functionality through STORM technology to improve operational efficiencies and service delivery. | Q3 |
| Design and implement a rigorous testing environment to ensure a seamless transition to the upgraded live command and control system. | Q4 |
| Design and map a comprehensive ‘go live’ plan. | Q4 |
| Deliver new WFM solution to C3 Service Centre for forecasting | Q4 |
| **1.26 - Enhance community policing by developing a modern volunteering service that is flexible and adaptable and meets the needs of policing challenges now and in the future.**  **Business Owner** – ACC Local Policing East |  |
| **Key deliverables** | **Delivered by** |
| Refresh volunteering strategy and implementation plan focusing on attraction, recruitment, training and retention of volunteers | Q1-4 |
| **1.27 - Continue to deliver and respond to evidence-based data of emerging drug trends and drug-related deaths.**  **Business Owner-** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Launch the pilot of the drug related harm Artificial Intelligence (AI) data belt database and national roll out for drug related deaths. | Q1 |
| Publish guidance on an incident response plan to drug related harm cluster. | Q1 |
| Enhance the drug related harm AI data belt to include toxicology results, non-fatal overdoses, pathology and drug seizures to provide comprehensive surveillance picture for emerging, threat, risks and harms. | Q2 |
| **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.**  **Business Owner-** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Identify individuals who have suffered a near fatal overdose, via naloxone administration data, and refer them to Scottish Ambulance Service (SAS) who have pathways to third sector partners to provide suitable intervention. | Q1 |
| Seek to identify a national approach for individuals to be referred to relevant pathways, ensuring consideration for information sharing and an alternative route from interim Vulnerable Persons Database (iVPD). | Q3 |

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| **1.29 - Progress the Rural Crime Preventions National Strategy.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Launch the new 2025-2028 Scottish Partnership Against Rural Crime (SPARC) strategy with aligned partners. | Q1 |
| Review SPARC priorities and delivered preventions work at the end of year 1. | Q4 |
| **1.30 - Progress the Acquisitive Crime Preventions National Strategy, encompassing retail crime.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Launch Scottish Partnership Against Acquisitive Crime (SPAACE) strategic steering group. | Q1 |
| Refresh National Acquisitive Crime Group to align to SPAACE steering group. | Q1 |
| Review preventions delivered for SPAACE priorities via tracked SPAACE dashboard. | Q3 |
| **1.31 - Invest in supporting Community Planning Partnerships as a means of delivering real benefits for communities over the longer term.**  **Business Owner –** DCC Operational Policing |  |
| **Key deliverables** | **Delivered by** |
| Commence delivery of a national consistent community policing model. | Q4 |
| Introduce a Partnership and Prevention Oversight Group. | Q2 |

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| **1.32 - Monitor and evaluate workforce modernisation in relation to staff investigators.**  **Business Owner -** ACC Professionalism and Assurance |  |
| **Key deliverables** | **Delivered by** |
| Develop key indicators to evaluate effectiveness of new Professional Standard Department (PSD) Complaint Handling model incorporating Police Staff Investigators. | Q1-4 |
| **1.33 - Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Directly submit Standard Prosecution Reports (SPR) to Crown Office and Procurator Fiscal Service (COPFS). | Q1-3 |
| Conduct review of custody provision. | Q1-2 |
| Begin remodelling of criminal justice. | Q4 |
| Return officers to local policing. | Q4 |
| **1.34 - Complete the modernisation of the firearms and explosive licensing workforce mix.**  **Business Owner -** ACC Professionalism and Assurance |  |
| **Key deliverables** | **Delivered by** |
| Introduce new police staff Firearms Licensing Team Leaders to release capacity at Sergeant level. | Q1 |
| Introduce first phase of new police staff Firearms Enquiry Officers to release capacity at Constable level. | Q1/2 |

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| **1.35 - Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Continue to progress trauma informed training through partnerships with NHS Education for Scotland (NES) and Victim Support Scotland (VSS). | Q4 |
| **1.36 - Embed the work of the mental health taskforce to support decision-making around mental health calls to police**.  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Support the delivery of the collaborative Psychiatric Emergency Plan Guidance and Template. | Q1 |
| Support Divisions to provide a national approach to responsibility held by policing by utilising the Psychiatric Emergency Plan Guidance and Template. | Q4 |
| Deliver bespoke learning and awareness raising to officers based on the findings of the training needs analysis. | Q4 |
| Develop and deliver a handover of care procedure, created with our partners. | Q4 |
| Develop a risk assessment to determine the necessity for officers to remain with a member of the public when awaiting assessment. | Q4 |
| Develop the capture, recording and use of data to further enhance Police Scotland's response to mental health related demand. | Q3 |

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| **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.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Conduct qualitative assessment of the Mental Health Index to ensure it provides the right support for officers. | Q1 |
| Continue national rollout of Distress Brief Interventions across Scotland. | Q4 |
| Develop and deliver a national response to high intensity users in collaboration with Scottish Government, SAS and NHS24. | Q4 |
| Implement continued quality assurance and improvement to Enhanced Mental Health Pathway including warm transfer of calls. | Q4 |
| **1.38 - Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.**  **Business Owner -** Director of People & Development |  |
| **Key deliverables** | **Delivered by** |
| Continue to develop diversity monitoring/protected characteristics reporting mechanisms for our recruitment and promotions processes. | Bi-annually |
| Capture organisational learning from the recruitment process and utilise findings to inform improvements. | Quarterly |
| Continue to benchmark best practice and new innovative recruitment strategies. | Ongoing |

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| **1.39 - Conduct an evaluation of processes developed and implemented during public inquiries and fatal accident inquiries to ensure they are fit for use and contribute to the ongoing, wide-ranging development of training and policies across Police Scotland**.  **Business Owner -** ACC Professionalism and Assurance |  |
| **Key deliverables** | **Delivered by** |
| Continue with the commission of a bi-annual audit of the processes involved in the retrieval and review of material ingathered and submitted to public and fatal accident inquiries, including redaction and disclosure processes and the governance arrangements in place in relation to individual oversight boards. | Q1-4 |
| Continue with the bi-annual audit in relation to the organisational learning linked to each inquiry, including the governance of the learning groups established and internal processes in place to capture and implement learnings across the organisation. | Q1-4 |

# **LESS CRIME**

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| **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.**  **Business Owner -** ACC Operational Support |  |
| **Key deliverables** | **Delivered by** |
| Review of deployment and associated business processes. | Q4 |
| Introduce fit for purpose IT solutions and transparent business rules to allow a greater degree of flexibility when balancing service delivery with officer welfare. | Q4 |
| **2.09 - Launch a new reporting framework to improve the quality and standard of cases to COPFS.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Redevelop SPR to maximise the use of technology. | Q3 |
| **2.10 - Develop a referral protocol following the issue of a direct measure.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Develop Referral Protocol ensuring appropriate support when Direct Measure issued. | Q1-2 |
| Implement Diversion from Prosecution Strategy. | Q1-2 |

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| **2.11 - Further strengthen investigative standards across the organisation to embed an investigative mindset culture from the first point of contact to the last.**  **Business Owner -** ACC Major Crime, Public Protection and Local Crime |  |
| **Key deliverables** | **Delivered by** |
| Deliver outcomes relative to Scottish Government funding provided to tackle retail crime. | Q4 |
| Develop guidance on national process of out of hours warrant applications. | Q2 |
| Develop guidance for investigation of the majority of recorded offences and signposting to relevant departments for more complex investigations. | Q3 |
| **2.12 - Work with the Scottish Government and national partners to embed a harm prevention approach to all aspects of public policy.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Work with partners, including Education Scotland and the Cyber Choices Scotland Programme, to identify and divert vulnerable individuals at risk of engaging in cybercrime and intervening to guide them away from criminal behaviour towards positive alternatives. | Q2 |

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| **2.13 - Invest in capabilities outlined within our Policing in a Digital World (PDW) workstreams to better prevent, protect, prepare and pursue cyber-crime, including joining the fraud and cybercrime reporting and analysis service.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Approve Full Business Case for Fraud Strategy and Operating Model. | Q2 |
| Deliver Fraud Strategy and Operating Model. | Q3-4 |
| Delivery of Cyber Training and Capability involving preparation of training material, including specialised training and associated planning to support roll-out. | Q1-4 |
| Delivery of Cyber Command structure. | Q1 |
| Deliver Phase 1 of Cyber Choices Scotland. | Q1 |
| **2.14 - Continue to invest in AI capability, standards and new policing AI powered products.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Implement improved data discovery via DataBelt to directly support operational policing. | Q1/2 |
| Deliver AI Use Case 1 to support design and delivery of new AI "starter-kit" environment. | Q2 |
| Deliver AI Use Case 2 to support next phase design and delivery of new AI "starter-kit" environment. | Q3 |
| Deliver AI Use Case 3 to support further phase design and delivery of new AI "starter-kit" environment. | Q4 |

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| **2.15 - Pilot rollout of new Single Search capabilities to Local Policing and Specialist Crime Division (SCD) to accelerate access to accurate and valuable data and intelligence.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Delivery of Single Search via Insight for local policing. | Q2/3 |
| Delivery of Single Search via i2 for SCD. | Q2/3 |
| **2.16 - Continue to rollout Digital Evidence Sharing Capability (DESC) and Body Worn Video (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**.  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Complete National DESC rollout together with associated training. | Q3 |
| Continue first phase rollout of BWV. | Q1 |
| **2.17 - Continue delivery of our Core Operational Solutions (COS) programme to provide better, joined up systems for our frontline officers and staff which reduces rekeying of information, speeds up processes and provides higher quality national data sets.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Implementation of National Enquiry and Lost & Found modules. | Q3 |

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| **2.18 - Develop means of using data to identify and proactively target high harm offenders.**  **Business Owner -** ACC Major Crime, Public Protection and Local Crime |  |
| **Key deliverables** | **Delivered by** |
| Deliver outcomes relative to Scottish Government provided funding to tackle retail crime. | Q4 |
| Mitigate risks of adopting facial matching technology through the Data Ethics Triage (DET). | Q3 |
| **2.19 - Use a phased approach to increase the use of roadside drug testing to establish and tackle the scale and nature of drug driving.**  **Business Owner -** ACC Operational Support |  |
| **Key deliverables** | **Delivered by** |
| Evaluate the success of the 6-month trial in Shetland whereby non-road policing officers have been trained in the use of drug wipes | Q1-4 |

# **SUPPORTED VICTIMS**

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| **3.13 - Design urban, rural and remote models for local public protection which are trauma informed and victim-centred.**  **Business Owner -** ACC Major Crime, Public Protection and Local Crime |  |
| **Key deliverables** | **Delivered by** |
| Design and distribute Video Identification Parade Electronic Recording (VIPER) victim information leaflets to support and inform victims in all communities. | Q1 |
| **3.14 - Improve our response to victims of Anti-Social Behaviour (ASB), many of whom are vulnerable, through prevention and problem-solving focused community policing approaches.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Progress a non-crime referral process to VSS for anyone affected by ASB via Victims & Witnesses. | Q3-4 |
| Support the Scottish Government to publish recommendations to include a shared understanding of the impact of ASB, data recording and insights with a focus on up-stream interventions, including community-based services. | Q3-4 |

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| **3.15 - Complete our review of third-party reporting in relation to hate crime to provide a more consistent and supportive environment for victims.**  **Business Owner -** ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Complete the review which will consider a rebranding of the service, better define the criteria to be a third-party reporting centre, how to establish better recording and maintenance of the scheme and improve support for centres and victims. | Q2 |
| Report on results of survey responses. | Q1 |
| Engage with key partners to discuss service design work. | Q2 |
| Draft updated role requirements and recruitment criteria of third-party reporting centres. | Q3 |
| **3.16 - Enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.**  **Business Owner -** ACC Major Crime, Public Protection and Local Crime |  |
| **Key deliverables** | **Delivered by** |
| Continue to provide frontline officers with the awareness of how best to respond to human trafficking incidents and where to obtain relevant advice and guidance. | Q1-4 |

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| **3.17 - Review our approach to implementation of the Victims’ Code for Scotland and refresh our own Victim Charter, being clear on how and when an investigator will make contact to ensure a consistent service to victims of crime.**  **Business Owner -**  ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Review organisational activity to support the Victim’s Code. | Q1 |
| Review and update the Standards of Service for Victims and Witnesses for 2025/26 and report on 2024/25. | Q1 |
| Develop our approach to ensure alignment with Trauma-Informed Practice. | Q1 |

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| **3.18 - Improve our victim referral rate to Victim Support Scotland.**  **Business Owner -**  ACC Policing Together |  |
| **Key deliverables** | **Delivered by** |
| Develop and publish the Victim and Witness Care Memo to contain details of the Your Care Card. | Q1 |
| Increase Intranet ‘hits’ to the Policing Together, Victims and Witnesses area of the Police Scotland Intranet. | Q1 |
| Record referral rates from previous years and compare with post publication figures to measure improvement in referral rates. | Q1 |

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| **3.19 - Support the national implementation of Summary Case Management (SCM) across Scotland.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Roll-out SCM nationwide, starting with domestic abuse (DA) cases and expanding to non-DA cases. | Q3 |
| Pilot theft by shoplifting cases in Dundee with accompanying guidance for officers. | Q1 |
| Expand SCM to additional offences across Hamilton, Paisley, Glasgow and Perth. | Q1 |
| **3.20** - **Support the piloting of a fully virtual trauma informed domestic abuse model in courts.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Introduce virtual summary domestic abuse court in Grampian Highlands & Islands Sheriffdom, supported by SCM. | Q2-3 |
| Commence provision of remote evidence from police station or other designated locations. | Q2-3 |

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| **3.21 - Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Complete National DESC rollout together with associated training. | Q3 |
| Continue first phase rollout of BWV. | Q1 |
| **3.22 - Improve the quality and timeliness of cases reported to COPFS.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Directly submit SPRs to COPFS. | Q1-3 |
| Redevelop SPR to maximise the use of technology. | Q1-4 |
| Develop audit and assurance function to drive up quality of submission. | Q1 |
| Develop Escalation Policy between COPFS and Police Scotland to ensure quality and timeliness issues are addressed promptly. | Q1 |
| **3.23 - Roll out of a national enquiry system creating a new national data set with advanced features, improved resilience and allowing decommissioning of legacy solutions**.  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Implementation of National Enquiry and Lost & Found modules. | Q3 |

# **THRIVING WORKFORCE**

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| **4.14 - Further enhance enabling services and commence a phased implementation of new technology for back-office functions.**  **Business Owner -** DCC Transformation |  |
| **Key deliverables** | **Delivered by** |
| Undertake a detailed functional and technical assessment of the Scottish Government Shared Services Enterprise Resource Planning (ERP) Solution. | Q2-3 |
| **4.15 - Re-design day shift, shift patterns to enhance capacity.**  **Business Owner -** ACC Operational Support |  |
| **Key deliverables** | **Delivered by** |
| Implement 7-Day Shift Pattern (DSP) as part of Force Mobilisation Model (FMM). | Q1-4 |
| **4.16 - Commence the implementation of the Estates Capital Programme.**  **Business Owner -** Chief Financial Officer |  |
| **Key deliverables** | **Delivered by** |
| Deliver Estates refurbishment works plan to improve Retained Estate. | Q1-4 |
| Deliver comprehensive procurement programme for Estates contracts and implement frameworks Capital. | Q3 |
| Complete Enabling Services Review (ESR) and implementation for Estates function to reflect Masterplan. | Q1 |

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| **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.**  **Business Owner -** ACC Professionalism and Assurance |  |
| **Key deliverables** | **Delivered by** |
| Re-parent local policing resources into national structure. | Q1 |
| Introduce new police staff Firearms Licensing Team Leaders to release capacity at Sergeant level. | Q1 |
| Introduce first phase of new police staff Firearms Enquiry Officers to release capacity at Constable level. | Q1-2 |
| Remove Divisional Firearms Licensing Administration roles. | Q2 |
| Develop a business case and secure funding for 2026/27 to further uplift the police staff Firearms Enquiry Officer posts. | Q2-4 |
| Review all training and update to align with new national training being developed by College of Policing. | Q1-3 |
| Introduce new Standard Operating Procedure in line with revised operating model. | Q2 |
| Develop use of the Enquiry Module within COS Phase 3 for Firearms Licensing to give national overview of workloads and ensure appropriate prioritisation and allocation of enquiries. | Q4 (dependent on COS phase 3) |
| **4.18 - Deliver an accessible and responsive system for addressing complaints against the police**.  **Business Owner -** ACC Professionalism and Assurance |  |
| **Key deliverables** | **Delivered by** |
| Deliver Centurion V8 Upgrade. | Q1 |

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| **4.19 - Develop a total reward framework which is fair, transparent and which recognises achievement.**  **Business Owner -** Director People and Development |  |
| **Key deliverables** | **Delivered by** |
| Implement a Total Reward package relevant to and in recognition of all colleagues. | Q3 |
| Progress a collaborative and strategic approach to pay and reward. | Q2 |
| **4.20 - Commence procurement of the enabling technology platform for corporate and back office support to reduce reliance on manual processes and deliver innovation and automation.**  **Business Owner -** DCC Transformation |  |
| **Key deliverables** | **Delivered by** |
| Progress procurement process of the enabling technology platform. | Q1-4 |

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| **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.**  **Business Owner -** ACC Local Policing East |  |
| **Key deliverables** | **Delivered by** |
| Deliver a detailed design of the workload of supervisors, with all ranks being provided with a revised role profile, core functions and clear responsibilities of the services provided. | Q1-4 |
| Conduct a review of analytical products such as those within Demand and Productivity Unit (DPU) and the Risk Harm Index. | Q1-4 |
| Deliver improved and relevant training packages to enable better support for supervisors. | Q1-4 |
| Support the ongoing implementation of dependency work such as Policing Together Mental Health Task force and Missing People demand reduction. | Q1-4 |
| **4.22 - Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.**  **Business Owner -** Director People and Development |  |
| **Key deliverables** | **Delivered by** |
| Report on delivery of the recommendations from the 2024 HMICS Frontline Focus inspection. | Bi-annually |
| Conduct a scoping exercise and implement a bench marking framework of ongoing reflection and iterative improvement via Oscar Kilo and the Blue Light Wellbeing Framework. | Q1 |
| Utilise World Health Organisation (WHO-5) wellbeing score index within Your Voice Matters to check subjective wellbeing of the workforce. | Q2 |

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| **4.23 - Develop and roll out the next phase of leadership development.**  **Business Owner -** Director People and Development |  |
| **Key deliverables** | **Delivered by** |
| Develop and implement leadership development opportunities to build the confidence, skills and knowledge to address issues arising and challenge discrimination. | Ongoing |
| Continuously deliver evaluation plan for Your Leadership Matters (YLM) programme and assessment of short, medium and long-term programme benefits achieved through enhanced values-based leadership behaviours. | Q1 |
| Undertake review and deliver refreshed approach to Accelerated Leadership Programme (ALP). | Q1 |
| **4.24 - Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.**  **Business Owner –**  Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Implement new Human Resources (HR) case management system. | Q1 |
| Develop technologies including Robotic Process Automation, Low Code Development Platform, Generative AI, Automated Data Discovery and Data Science across approved Operational Policing Use Cases. | Q4 |

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| **4.25 - Embed digital integration of the court scheduling application.**  **Business Owner -** ACC Criminal Justice |  |
| **Key deliverables** | **Delivered by** |
| Roll out Court Scheduling application nationally. | Q1-4 |
| **4.26 - Continue investment in technology to enable automation of processes and reduction of manual activity.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Configure Enterprise Infrastructure Platform. | Q4 |
| Conduct Discovery, Design and Delivery of Use Cases based on agreed prioritisation. | Q1-4 |
| Agree on future pipeline activity. | Q4 |
| Expansion of our existing use of Robotic Process Automation technology, creating a centre of excellence and pipeline of delivery based on agreed use cases. | Ongoing |
| **4.27 - Develop a proof-of-concept generative AI solution for use by officers and staff in execution of system activity, delivering increased productivity and enhanced ways of working.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Design Gen AI proof-of-concept with entry and exit criteria. | Q2 |
| Implement Gen AI proof-of-concept based on agreed use cases. | Q3 |
| Evaluate Gen AI proof-of-concept with recommendations for future use and scalability. | Q4 |

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| **4.28 - Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.**  **Business Owner -** Chief Digital and Information Officer |  |
| **Key deliverables** | **Delivered by** |
| Design proof-of-concept with agreed entry and exit criteria. | Q1 |
| Implement solution based on agreed Use Case(s). | Q2-3 |
| Evaluate proof-of-concept with recommendations for future use and scalability. | Q4 |
| **4.29 - Further develop our Performance Framework to include the impact of organisational culture.**  **Business Owner -** Director Strategy and Analysis |  |
| **Key deliverables** | **Delivered by** |
| Develop Culture Dashboard to inform Policing Together and Sex Equality and Tackling Misogyny (SETM). | Q2 |
| Align Performance Framework to Vision 2030. | Q2 |
| Develop Performance Framework Refresh 2025/26. | Q2 |

# **MILESTONES OUTWITH THE THREE-YEAR BUSINESS PLAN**

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| **2025/26 Milestone – Prepare for and establish the resources to support the delivery of a safe and secure 2026 Commonwealth Games.**  **Business Owner –** ACC Local Policing West |  |
| **Key deliverables** | **Delivered by** |
| Establish planning team and complete strategic planning documents. | Q1 |
| Agree financial principals, cost recovery methodology and financial memorandum of understanding with event organiser. | Q1 |
| Scope wider city cultural events and associated policing requirements. | Q3 |
| Complete Counter Terrorism Assessments at each venue and consider recommendations. | Q3 |
| Draft Specialist Policing Plans. | Q3 |
| Identify procurement requirements. | Q3 |
| Complete draft Policing Plans. | Q4 |
| Identify and allocate resources. | Q4 |
| Complete Gold Commander Testing and Exercising. | Q4 |