



SCOTTISH POLICE  
AUTHORITY  
UGHDARRAS POILIS NA H-ALBA



POLICE  
SCOTLAND  
Keeping people safe  
POILEAS ALBA

# Annual Police Plan

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# 25/ 26





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# Chief Constable's foreword

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I have set a clear vision of safer communities, less crime, supported victims, and a thriving workforce, as we deliver the next phase of reform of policing in Scotland.

As we conclude the first year of a three-year plan of milestones to help us achieve those ambitions, we can reflect on the progress made during 2024/25.

This includes agreeing a contract to implement Body Worn Video (BWV) for frontline officers and staff, while also working with partners to roll-out the Digital Evidence Sharing Capability (DESC) which will help maximise the benefits of BWV across the criminal justice system and deliver quicker and better outcomes for victims and witnesses.

We're taking a proportionate response to crime across Scotland and an appropriate approach to direct measures, including recorded police warnings, so police officers can focus on addressing threat, harm, risk and vulnerability.

In addition to these measures, we're contributing to a stronger approach to case management so the entire justice system can better support victims of the most serious and harmful offending while also delivering efficiencies for courts and witnesses.

Our Mental Health Taskforce is driving better collaboration with partners to get those in mental health crisis or distress the help they need and deserve from the best agency, while allowing police officers to return to core duties more quickly. We're doing this by giving police officers and staff the confidence and skills needed to connect people with health professionals, whether over the phone or in communities.

We developed an Estates Masterplan and 10-year investment profile to take a strategic approach to which police buildings should be kept, improved, sold and built and how they should be used to deliver co-location with partners, better working environments for officers and staff, financial savings, and provide the accessible and visible policing service the public needs and values.



A workforce survey of more than 11,000 officers and staff delivered positive feedback but also some very tough messages. We have listened and we're working hard to improve the experiences of our people and we'll measure progress in annual surveys. Our Policing Together programme is delivering new learning, leadership, and community connection to ensure the great value of policing is for all communities, including officers and staff.

More milestones have been achieved and much of this work continues into the coming year, for example the ongoing roll-out of BWV, our approach to estates and our commitment to wider criminal justice and mental health support improvements.

As I set out my plan for 2025/26, we're at an advanced stage of developing our strengthened community policing model which will ensure that identifiable officers are available across all areas. We'll work with industry and partners to tackle shoplifting with a Retail Crime Taskforce with funding from the Scottish Government.

Our local policing model will be supported by an enhanced approach to public protection, which places victim experience at its heart, keeps the focus on operational policing, and with an emphasis on strong, ongoing collaboration with partners.

We'll establish a new Cyber Fraud Command to tackle the growing demand of online crime in Scotland. We will work alongside UK law enforcement partners and other agencies to better support victims through improved investigations.

Throughout this, we'll invest in, and use, data and new technology, including artificial intelligence, to provide better systems for officers and staff, achieve efficiencies in back offices to develop ways of identifying and targeting high harm offenders.

Our frontline will continue to be consciously prioritised and we'll build on modernising our workforce through the right investment in non-warranted support, and release officers back to the frontline and roles which make best use of their powers, training, knowledge, and skills.

We set a positive and ambitious vision for policing and to deliver our plan for 2025/26 will require the focus and commitment of the entire service. I am continually blown away by the commitment, professionalism and skill of our officers, staff and volunteers and have great confidence we can build on the progress of last year.

As Chief Constable, ensuring Scotland continues to be a safe place to live and work is my commitment and priority as we evolve a sustainable and effective policing model to meet the challenges of today, and those coming down the line.



**Jo Farrell**  
Chief Constable

# Annual Police Plan 2025/26

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

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

Police Scotland is an evolving service in line with the needs of our communities. A commitment was made in the Annual Police Plan (APP) 2024/25 to develop an integrated long-term plan to further inform the next phase of transformation of the service. To guide us through this, the Chief Constable set out our long-term 2030 Vision.

The vision outlines our ambitions for the future of policing in Scotland, putting the delivery of safer communities, less crime, supported victims and building a thriving police workforce at the heart of everything we do. This has been supported by the creation of the first of two three-year business plans. The first planning cycle runs from April 2024 – March 2027.

The APP 2025/26 will support the delivery of the agreed year two milestones of the three-year plan.

# 2030 Vision

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

## Our vision:

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

### To achieve this, we will:

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

### We will do this by:

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

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

# Reflections on year one of the Three-year Business Plan 2024-2027

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**In 2024/25, Police Scotland progressed towards our 2030 Vision through the delivery of key milestones from the three-year business plan, focusing on creating safer communities, reducing crime, supporting victims and fostering a thriving workforce.**

## **Safer Communities**

- We continue to enhance our public consultation, engagement and participation opportunities, through continuous engagement with the public and communities to shape policing services and articulate challenges. Our 2024/25 user experience data shows 70% of users were satisfied or very satisfied with their overall experience. Positive experiences were related to receiving an appropriate response, satisfaction with attending officers and feeling adequately informed about case progress.
- We have made progress in reinforcing the foundations for safer communities across Scotland through the work of our Local Policing Service Delivery Review (LPSDR) which aims to strengthen our community policing model to meet current and future needs.

- Critical updates to our call handling systems are well underway, with a new platform built and tested. A Customer Relationship Management (CRM) solution has been introduced to enhance efficiency and service delivery.
- The contract for Body Worn Video (BWV) has been awarded and is progressing towards implementation.

## **Less Crime**

- Our commitment to reducing crime has been supported by the rollout of a proportionate response to crime across Scotland's command areas. This approach allows us to focus on cases with actionable investigative opportunities, whether it's investigating the more serious offences and securing important court outcomes; seizing illegal drugs; road traffic enforcement; or picking out the unsung proactive community policing and prevention we know the public values. This will free up police hours to focus on local policing, reducing harm and addressing community concerns.



- Direct Measures were re-launched in September 2024, providing front line officers with the tools to address minor offences quickly and fairly. This allows for the delivery of proportionate and impactful justice for victims, with immediate closure and no court proceedings.
- To increase Scotland's resilience to the continuous and ever evolving cyber threat, our Policing in a Digital World Programme (PDWP) launched Police Cyber Alarm (PCA) as a capability to support businesses in Scotland to identify and mitigate vulnerabilities.
- Implementation of The Mental Health Pathway in collaboration with NHS 24 and the Scottish Ambulance Service (SAS) ensures that people seeking urgent mental health support are directed to the most appropriate service for their needs. The collaboration not only benefits patients but also allows police and ambulance staff to focus on their core roles.

## Supported Victims

- We have focused our operational action and engagement with partners and stakeholders, including survivor groups to achieve the ambitions set out in our Violence Against Women and Girls Strategy and the policing elements of the Scottish Government's Equally Safe Delivery Plan.
- Training is being enhanced for all frontline police officers to recognise signs of human trafficking and educate about the ways in which the various forms of human trafficking can take place, such as, modern day slavery, forced criminality and sexual exploitation.
- The roll-out of Digital Evidence Sharing Capability (DESC) contributes to the delivery of system-wide efficiencies and improvements in the criminal justice system. DESC embeds trauma-informed processes with the introduction of national virtual courts and digitised evidence to reduce the number of witnesses required to attend court.

## Thriving Workforce

- To better understand the needs of our workforce of over 22,000, we conducted a refreshed workforce survey. Over 11,000 responses were received. We have committed to an annual workforce survey as it is vital that our colleagues know that they are valued, have a voice and that we will act on what they say to improve their experiences and better support them to deliver for communities.
- We continue to modernise our workforce and introduce non-warranted roles, allowing our officers to spend more time in their communities. Investment in non-warranted support has progressed within our Command & Contact Centres, Firearms Licensing and Investigation roles, enabling us to strengthen the frontline and reconnect with communities.
- Our ongoing commitment to building an anti-racist and anti-discriminatory service is driven through the delivery our Policing Together Programme which is driving cultural improvement throughout the service.

# 2025/26: Our priorities

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Our priorities for 2025/26 continue to be proactively managing and reducing threat, harm and risk across Scotland. The service anticipates changes in the external environment with public sector budget challenges, technological advancements, increasing demand, evolving threats and shifting demographics being considered in future planning.



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



## Safer communities

Our Safer communities milestones support the delivery of the following outcomes of the Strategic Police Plan (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.
- The public, communities and partners are engaged, involved and have confidence in policing.

1.25	Complete the upgrade of our command and control call handling system, harnessing the latest technology to improve our response to calls for service.
1.26	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.
1.27	Continue to deliver and respond to evidence-based data of emerging drug trends and drug-related deaths.
1.28	Work with partners to develop a prevention focused non-fatal overdose pathway to ensure that services are tailored to meet the needs of the person.
1.29	Progress the Rural Crime Preventions National Strategy.
1.30	Progress the Acquisitive Crime Preventions National Strategy, encompassing retail crime.
1.31	Invest in supporting Community Planning Partnerships as a means of delivering real benefits for communities over the longer term.
1.32	Monitor and evaluate workforce modernisation in relation to staff investigators.
1.33	Implement a new operating model for criminal justice which releases officers back to the frontline through redesign of services and continuous improvement.
1.34	Complete the modernisation of the firearms and explosive licensing workforce mix.
1.35	Further develop trauma informed training and mental health awareness ensuring staff are confident, trained and empowered.
1.36	Embed the work of the mental health taskforce to support decision-making around mental health calls to police.
1.37	Continue to embed and enhance mental health pathways, developing stakeholder working and relationships and being clear on our responsibilities in safety and justice.
1.38	Implement inclusive, consistent and transparent standards within recruitment, tenure and development through the Policing Together programme.
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.



## Less crime

Our Less crime milestones support the delivery of the following outcomes of the Strategic Police Plan (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.
- Policing is sustainable, adaptable and prepared for future challenges.

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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.  |
| 2.09 | Launch a new reporting framework to improve the quality and standard of cases to Crown Office and Procurator Fiscal Service (COPFS).  |
| 2.10 | Develop a referral protocol following the issue of a direct measure.  |
| 2.11 | Further strengthen investigative standards across the organisation to embed an investigative mindset culture from the first point of contact to the last.   |
| 2.12 | Work with the Scottish Government and national partners to embed a harm prevention approach to all aspects of public policy.  |
| 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.   |
| 2.14 | Continue to invest in artificial intelligence (AI) capability, standards and new policing AI powered products   |
| 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.  |
| 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. |
| 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.                            |
| 2.18 | Develop means of using data to identify and proactively target high harm offenders.   |
| 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.  |



## Supported victims

Our Supported victims milestones support the delivery of the following outcomes of the Strategic Police Plan (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.
- The public, communities and partners are engaged, involved and have confidence in policing.

3.13 Design urban, rural and remote models for local public protection which are trauma informed and victim-centred.

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.

3.15 Complete our review of third-party reporting in relation to hate crime to provide a more consistent and supportive environment for victims.

3.16 Enhance resources for frontline officers to support victims and tackle offenders of human trafficking and prostitution.

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.

3.18 Improve our victim referral rate to Victim Support Scotland (VSS).

3.19 Support the national implementation of Summary Case Management (SCM) across Scotland.

3.20 Support the piloting of a fully virtual trauma informed domestic abuse model in courts.

3.21 Complete the national rollout of DESC and BWV to secure best evidence and improved outcomes for victims.

3.22 Improve the quality and timeliness of cases reported to COPFS.

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.





## Thriving workforce

Our Thriving workforce milestones support the delivery of the following outcomes of the Strategic Police Plan (2023)

- Our people are supported through a positive working environment, enabling them to serve the public.
- Policing is sustainable, adaptable and prepared for future challenges.

4.14 Further enhance enabling services and commence a phased implementation of new technology for back-office functions.

4.15 Re-design day shift, shift patterns to enhance capacity.

4.16 Commence the implementation of the Estates Capital Programme.

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

4.18 Deliver an accessible and responsive system for addressing complaints against the police.

4.19 Develop a total reward framework which is fair, transparent and which recognises achievement.

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.

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

4.22 Evaluate and provide evidence-based assessment on our wellbeing support for colleagues.

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



4.24 Introduce technology to enhance our capabilities while enabling efficiency and improved colleague welfare.
4.25 Embed digital integration of the court scheduling application.
4.26 Continue investment in technology to enable automation of processes and reduction of manual activity.
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.
4.28 Develop a proof-of-concept to enhance in-house capability to develop AI and other innovative data-based technologies.
4.29 Further develop our Performance Framework to include the impact of organisational culture.

# Milestones outwith the Three-year Business Plan

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The following milestone will be an additional activity carried out throughout the year that sits outwith the three-year business plan.

Prepare for and establish the resources to support the delivery of a safe and secure 2026 Commonwealth Games.





# Year one milestones

In 2024/25, Police Scotland progressed towards our 2030 Vision, successfully achieving many of the milestones outlined in year one of our three-year business plan. To ensure full transparency and accountability, and support effective reporting, we have outlined the year one milestones that will continue to be progressed and monitored in 2025/26. A number of these milestones are dependent on partnership working.

1.05 Improve partnership working with the National Health Service (NHS) and local authorities and ensure data protection is prioritised while continuing to protect the public.
1.09 Implement an effective resource management process that supports the dynamic movement of staff and officers across the organisation to better align to priorities.
1.12 Increase capacity of police officers who are supporting the administration/operation of judicial processes.
1.17 Continuously review our policies, processes, and procedures to ensure that we tackle discriminatory behaviours within our organisation.
1.18 Provide training to support an understanding of everyday discrimination and the application of equality and inclusion within the workplace.
2.04 Implement our Data Foundation Platform.
2.06 Deliver Digital Division programme, including Office 365 and criminal history system technology refresh to address impacts of legacy technology and enable innovation in process, service delivery and ways of working for officers and staff.



3.09 Launch new unified communication platforms to enhance resilience and further strengthen collaboration opportunities.
4.01 Redesign divisional back-office support to improve the service provided to operational policing by reducing its size, removing duplication and improving efficiency.
4.02 Review and re-design corporate functions to maximise efficiencies while delivering agreed services internally and externally.
4.03 Roll out the Scottish Government's suicide bereavement support service across Police Scotland.
4.06 Establish an improved colleague engagement forum and carry out a whole workforce survey annually.
4.08 Enhance our use of MyCareer to support positive and proactive development conversations.
4.11 Progress work to utilise conduct and performance regulations to ensure a zero-tolerance approach to inappropriate conduct.
4.12 Develop and make available enhanced support for victims and survivors to access when complaints against colleagues are being investigated.

Milestone position as of 14th March 2025.





# Reporting on our progress and performance

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

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

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

We will detail the deliverables within each milestone across our priorities for 2025/26 in a separate document available on our [Strategic Planning webpage](#).



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

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





# Planning framework

Our three-year plan commitments align with the Strategic Police Priorities and will support delivery of the outcomes set out in the Strategic Police Plan (2023).

The 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 ensure effective monitoring and performance reporting of these milestones.

This year's APP reflects the year two commitments set out in the three-year plan.

Delivery of commitments remains dependent on securing adequate funding from Scottish Government. Our future APPs will take account of the funding settlement agreed by the Scottish Parliament each year and will set out how we will prioritise and implement key commitments within our available budget.





# Engaging with us

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## We want to hear from you

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

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

## Public engagement and insight

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

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

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

## Social media

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

## Inclusive and accessible engagement

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

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

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



# Contact us

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## Always dial 999 in an emergency

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

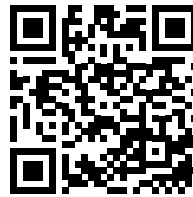
**Online** – for issues of a non-serious nature using our [Contact Us](#) form.



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

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

**Scotland's British Sign Language (BSL) Interpreting Video Relay Service (VRS)** – enables contact with all of Scotland's public bodies and third-sector organisations. [BSL users can contact them directly.](#)



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





