

Year One Delivery Plan

The Scottish Government and Justice Partners have a number of existing commitments which will help us deliver against the new Vision for Justice as detailed in the Programme for Government. A number of the key commitments and their relationship to the aims of the New Justice Vision are set out below. Action to deliver these commitments will span multiple years.

The year one delivery plan highlights the actions being taken forward in 2022/23 to help deliver the aims of the new Vision for Justice. The activity highlighted here is not a comprehensive account of all the relevant activity taking place across the Justice sector nor all the activity required for the successful delivery of the new Justice vision.

There will be an opportunity to review this one-year plan with our third sector partners, local authority partners and wider public sector in the subsequent development of a 3-year delivery plan. The 3 -year delivery plan will seek to set out the short medium and long term actions required to fulfil the new Vision for Justice. Work to develop this will take place over the coming months.

Safe	Prevention & early intervention	Person-centred, trauma-informed Justice	Rehabilitation
Continue to protect the police resource budget	Publish our Tackling Child Poverty Delivery Plan 2022-26	Ensure access to "Bairns Hoose" by 2025	Introduce legislation change the way that imprisonment is used
Support Police Scotland and wider partners to improve the diversity of their workforce			Review and publish national bail supervision guidance
Publish a Hate Crime Strategy in 2022		Implement recommendations of the Dorrian Review	Modernise the prison estate
Support the modernisation of our fire and rescue service	Work with partners to #KeepThePromise	Extend the Youth Justice Whole System Approach	Make use of digital solutions within prisons
Take forward fireworks bill and action plan	Tackle the drugs death emergency by investing £250 million over this Parliament, focused on community based interventions	Ensure restorative justice services are widely available across Scotland by 2023	Invest in a substantial expansion of community justice services supporting diversion from prosecution
Publish a 2 year delivery plan of the Equally Safe Strategy in 2022		Produce a new National Community Justice Strategy	
Invest over £100 million to support frontline services and focus on prevention of violence against women and girls		Introduce a new framework to give staff the knowledge and skills they need to understand and adopt a trauma-informed approach	
Establish collaborative function to combat threat of cyber attack	Publish National Violence Prevention Framework	We will reform Legal Aid Appoint a Victims' Commissioner	Introduce a new Health and Wellbeing Strategy to address health inequality among prisoners
Review Dangerous Dogs Act	Refresh and refocus our mental health commitments in 2022, including a review and refresh of the Mental Health Strategy		

Aim 1 – Building safer communities			
Action	Key milestones and activities	Timescale	Owner / responsibilities
Implementation of Dame Elish Angiolini recommendations	Work will continue to be progressed to prepare a public consultation on a Police Complaints, Investigations & Misconduct Bill in 2022. The third Thematic progress report will also be published in the summer of 2022.	2022	Scottish Government, SPA, Police Scotland, PIRC, HMICS and COPFS.
Police Scotland will mainstream and champion the diversity, equality and inclusion throughout the organisation.	<p>Police Scotland's Strategic Oversight Board (SOB) continues to oversee planning and delivery of diversity, equality and inclusion outcomes throughout the organisation, whilst insuring its statutory obligations under the Equality Act are fulfilled.</p> <p>An Independent Review Group (IRG) will continue to act as a critical friend and partner, supporting Police Scotland to deliver sustainable improvement to outcomes across the service.</p>	2022	Scottish Government

<p>Protect the police resource budget in real terms</p>	<p>This provides a stable basis for SPA and Police Scotland to improve service delivery and enhance the safety and security of communities across Scotland, through supporting the delivery of the Joint Policing Strategy to meet changing demands and continuing to invest in both our police officers and staff.</p>	<p>2022</p>	<p>Scottish Government</p>
<p>Scottish Government will publish a National Violence Prevention Framework</p>	<p>The Framework will consider all the available evidence and identify policy priorities for all partners to work to as we seek to prevent violence and make Scotland's communities safer.</p> <p>It also will see the expansion of The Navigator service which encourages patients involved in violence to make the positive changes needed to improve their lives.</p>	<p>2022</p>	<p>Scottish Government</p>

<p>Scottish Government will establish a central cyber coordination function for Scotland</p>	<p>Establish of a recognised, authoritative and collaborative function to combat the accelerating threat of cyber-attack to Scotland, its businesses and people. Partners will include Police Scotland, Local Government Digital Office and the National Cyber Security Centre. By end 2022 we will also publish the Strategic Framework for a Cyber Resilient Scotland Interim report.</p>	<p>By end of FY22/23 this will include a chief officer and core team to take forward the work</p>	<p>Scottish Government</p>
<p>Modernisation of SFRS</p>	<p>Work will continue to consider a broadened Role for fire fighters; SFRS service delivery model modernised to deliver more for communities and net zero contribution.</p>	<p>Ongoing now and until 2025/6</p>	<p>Scottish Government and SFRS</p>
<p>Develop and implement the Fire Framework</p>	<p>The consultation for developing the next Fire Framework closed in December 2021. Analysis will be carried out to amend the framework over coming months while implementation will be taken forward in the coming year.</p>	<p>Ongoing now - April 2022 - 23</p>	<p>Scottish Government and SFRS</p>

<p>Finalise and publish revised Serious and Organised Crime Strategy</p>	<p>The revised SOC strategy will set the agenda and ambitions to tackle serious and organised crime over the coming years. Development of this strategy is expect to be finalised in Spring 2022.</p>	<p>Spring 2022</p>	<p>Scottish Government</p>
<p>Continue to implement the Fireworks Action Plan</p>	<p>Including taking forward the Fireworks and Pyrotechnic Articles (Scotland) Bill to protect public and community safety and wellbeing by ensuring fireworks and pyrotechnics do not cause harm, distress or serious injury.</p> <p>The Bill was introduced to the Scottish Parliament on 1 February 2022. Ongoing partnership work focussed on prevention, education and awareness raising to support the appropriate use of fireworks and prevent fireworks misuse in advance of bonfire night.</p>	<p>2022</p>	<p>Scottish Government, and partners</p>
<p>Develop with partners and implement a Water Safety Action plan to reduce fatalities</p>	<p>Minister for Community Safety is chairing regular meetings of partners to agree actions and implement new measures to improve</p>	<p>The Action Plan will be published in Spring 2022</p>	<p>Scottish Government, Water Safety Scotland and partners</p>

	water safety. A Water Safety Action Plan for 2022 will be published and then monitored		
Consider the report from the independent Working Group on Misogyny and Criminal Justice in Scotland	The independent Working Group on Misogyny and Criminal Justice in Scotland, chaired by Dame Helena Kennedy, is due to report by end February 2022. We will consider carefully the recommendations of the group, including any proposed changes to the criminal law or other measures to tackle misogynistic behaviour in our society.	From end of February 2022	Scottish Government
Progress the initial phase of work to develop a model for Scotland which effectively tackles and challenges men's demand for prostitution	The model will aim to reduce stigma and criminalisation experienced by women and encourage better access to support.	During 2022	Scottish Government

Aim 2 – Prevention and Early Intervention			
Action	Key milestones and activities	Timescale	Owner / responsibilities
Carriage of Naloxone	<p>During 2022, we will support the SFRS wide roll out of the provision of intranasal naloxone on appliances.</p> <p>During 2022, the results of the test of change carried out by Police Scotland will allow the Chief Constable to decide on future use of naloxone by officers.</p>	2022	SFRS and Police Scotland
Police Scotland to continue delivery of the Harm Reduction Strategy	<p>Public health approach to policing which looks behind the persons offending to identify if there are any underlying cause or complex needs. Subsequent use of arrest referral to Health and Social care or Third Sector community interventions. The aim is to improve lives, prevent harm while reducing vulnerability and demand through effective partnership working.</p> <p>Through Custody Support and Intervention, maximise arrest</p>	On-going	<p>Police Scotland</p> <p>NHS</p>

	<p>referral process and equitable access.</p> <p>NHS Trauma Informed and Motivational Interview training for custody staff to ensure a person centred, trauma informed approach.</p>		
<p>Reduce under 18s in Young Offenders Institutes</p>	<p>Reducing use of remand and increasing community alternatives through legislative reform and developing a framework for community alternatives by September 2022.</p> <p>SPS will support this work through the Implementation of the refreshed Vision for Young People in Custody (2021) and continuing to implement and embed Expert Review of Mental Health recommendations at HMP & YOI Polmont, ensuring provision of services and opportunities continue to evolve to meet young people's needs.</p>	<p>On-going</p>	<p>Scottish Government</p> <p>SPS</p>

<p>Consider the expansion of the Whole System Approach to preventing offending beyond age 18</p>	<p>Researching and developing best practice, increasing understanding of the number of people age 18 - 26 who could benefit and consider what changes would need to be made including examining joint working and ensuring that both thematic areas understand how to support each other, leverage resources and ultimately, improve transition.</p>	<p>From June 2022 onwards.</p>	<p>Scottish Government</p>
<p>Take action to #Keepthepromise</p>	<p>To contribute to a care system which prioritises a child's need for a happy childhood and results in positive experiences and outcomes we will take forward collective action.</p> <p>Police Scotland will also take forward their Renewed Corporate Parenting Plan.</p>	<p>2022 and beyond</p>	<p>All justice partners</p>

Aim 3 – Person centred and Trauma informed			
Action	Key milestones and activities	Timescale	Owner / responsibilities
Expansion of prerecording evidence and Evidence by Commission	Work with Justice Agencies, including to mitigate the impact of attending court for victims, for example through the pre-recording of evidence for vulnerable witnesses. We will do so by supporting the VRI pilot, ensuring further extension of the provisions within the Vulnerable Witness legislation and progressing the 3 year national rollout of the Scottish Child Interview Model for Joint Investigative Interviews	At least two facilities (Edinburgh & Aberdeen) to be developed and opened in 2022-23	SCTS responsible for development and administration of evidence taking facilities. Full and effective use of these will require the support of other partners including COPFS and the judiciary
Consider and take forward the Lord Justice Clerk's Review Group's recommendation	Justice agencies, the third sector and representatives of the legal profession to consider and take forward recommendations from Lady Dorrian's report on the management of sexual offences cases. As many of the recommendations in the Lord Justice Clerk's report cross multiple interests, a whole system approach is required for effective	Non legislative recommendations to be take forward over the course of 2022 while a consultation on legislative implication from the review will be launched in spring 2022.	All Justice Partners and the Lady Dorrian Governance Group

	<p>consideration and delivery. We have already established a multi-agency Governance Group. Ongoing work of Governance Group to oversee progress on non-legislative recommendations. Any necessary legislative changes will be subject to formal public consultation to gather views on key issues that require legislation – including matters related to a specialist sexual offence court.</p>		
<p>Consider the outcome of consultation on possible reform to Scotland's three verdict system</p>	<p>In December 2021, we published a consultation seeking views on possible reform to Scotland's Not Proven verdict and related matters, including corroboration, fulfilling a key Programme for Government commitment. The consultation closes March 2022, thereafter there will be independent analysis and publication of a report on the consultation response, before Ministers consider appropriate next step.</p>	<p>During 2022</p>	<p>Scottish Government</p>

<p>Progress our collaborative and cross portfolio commitment to ensure access to a Bairns' Hoose</p>	<p>In early 2022 we will establish the National Bairns' Hoose Governance Group and begin development of a Bairns' Hoose Project Plan. This will take us towards meeting our commitment for a Scottish Bairns' Hoose model to be available for children who need it by 2025.</p>	<p>On-going / 2025</p>	<p>Scottish Government and Bairns' Hoose Governance Group</p>
<p>Progress Restorative Justice Action Plan</p>	<p>Progress the Action Plan to ensure access to restorative justice services by 2023 and will begin the roll out of RJ services across pilot areas.</p>	<p>Rollout to begin in some areas at the end of 2022</p>	<p>Scottish Government and Community Justice Scotland.</p>
<p>Allocate funding through the new Victim Centred Approach Fund</p>	<p>In 2021 we launched the Victim Centred Approach fund, which will enable organisations to provide practical and emotional support to victims, survivors and witnesses of crime across Scotland. Services will provide support for those bereaved by crime in Scotland or abroad, provide advocacy support for survivors of gender-based violence and fund support and assistance for victims of human trafficking.</p>	<p>Funding will be allocated to projects in March 2022</p>	<p>Scottish Government</p>

<p>Review Standards of Service for victims and witnesses in collaboration with justice partners, and ensure that the arrangements in place across our buildings are designed to improve services and enhance the experience of victims and witnesses attending to give evidence.</p>	<p>Review the current Standards of Service to ensure the appropriate arrangements are in place.</p>	<p>Review by October 2022</p>	<p>Justice partners</p>
<p>Victims Taskforce</p>	<p>The Victims Taskforce, chaired jointly by the Cabinet Secretary for Justice and Lord Advocate, brings together representatives of Justice agencies, victims organisations and others to consider measures to improve the experiences of victims within the justice system. A key focus of the Taskforce is to ensure that policy and operational decisions are informed by the voices of victims and their families.</p>	<p>Bi-annual meetings and separate lived experience sessions</p>	<p>Scottish Government, third sector and all justice partners</p>

<p>Workforce framework for taking a trauma informed approach to victims of crime</p>	<p>NHS Education Scotland are developing the new trauma-informed knowledge and skills framework, for use across all our justice services. A draft will be available for consultation and engagement by April 2022.</p>	<p>From April 2022.</p>	<p>Scottish Government, NHS Education Scotland and justice partners</p>
<p>Consultation on the legislative proposals to introduce a Victims Commissioner</p>	<p>Proposals are being developed for the appointment of an independent Victims Commissioner to represent the views and interests of victims of crime and their families. In developing the proposals and necessary legislation to establish a Victims Commissioner for Scotland, we will draw on the views of current victims organisations and undertake public consultation.</p>	<p>Spring 2022</p>	<p>Scottish Government and victims organisations</p>
<p>Review the Victim Notification Scheme</p>	<p>From Spring 2022, we will commence a review of the of the Victim Notification Scheme, drawing on the experiences of victims and their families to review the scope and operation of the scheme.</p>	<p>From Spring 2022</p>	<p>Scottish Government, justice agencies and victims organisations</p>

<p>Women's Justice Leadership Panel</p>	<p>Women's Justice Leadership Panel, chaired by the Minister for Community Safety, met for the first time in January 2022. We will support the work of the Panel with a thematic examination and strategic discussion of issues unique to women and directly related to embedding women's rights within the justice system.</p>	<p>The Panel is due to report in Autumn 2022.</p>	<p>Scottish Government</p>
<p>Increase availability of the Caledonian programme</p>	<p>During 2022, we will take forward necessary preparatory work to increase the availability of the Caledonian domestic abuse perpetrator programme to all local authorities, enabling access to internationally recognised behavioural programme for perpetrators of domestic abuse.</p>	<p>2022</p>	<p>Scottish Government and Local Authorities</p>
<p>Parole Board Scotland will continue work to enable victims and families, where appropriate, to attend parole hearings</p>	<p>As the COVID-19 restrictions ease, the Parole Board for Scotland is continuing work to enable victims and families to be able to apply to attend relevant parole hearings.</p>	<p>On-going</p>	<p>Parole Board Scotland</p>

<p>In relation to family law, continue work to implement the Children (Scotland) Act 2020</p>	<p>This work includes:</p> <ul style="list-style-type: none"> regulation of child contact centres improving how children's views are heard in family cases; better protection of vulnerable witnesses and parties in family cases; establishing a register of child welfare reporters; providing child advocacy services; and carrying out a pilot of meetings about ADR and funding ADR. 	<p>On-going</p>	<p>Scottish Government.</p>
<p>Legal Services regulation</p>	<p>The Scottish Government consultation on legal services regulation follows calls for reform from within the legal sector, and the Competition and Markets Authority. The proposals consider what changes may be required to the statutory framework for the regulation of legal services to protect consumer interests and promote a flourishing legal sector.</p>	<p>2022</p>	<p>Scottish Government</p>

Legal Aid Reform	Research and development will continue, alongside stakeholder engagement, in preparation for a Legal Aid Reform Bill	Ongoing	Scottish Government
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Aim 4 – Rehabilitation			
Action	Key milestones and activities	Timescale	Owner / responsibilities
Introduce legislation to reform the law governing bail and release from prison custody before the summer recess	A consultation on reforms to the law on bail and release from prison recently closed and the legislative proposals will be informed by the responses received. A Bail and Release (Scotland) Bill will be introduced to Parliament during the current parliamentary year.	Consultation closed Feb 2022	Scottish Government
Continue work to widen the use of electronic monitoring	We will continue work to implement provisions within the Management of Offenders (Scotland) Act to expand the use of electronic monitoring. During 2022, this will include bringing forward regulations to allow for the use of electronic monitoring for bail, as an alternative to remand.	2022	Scottish Government, SCTS, COPFS, Police Scotland, CJSW
Strengthen alternatives to remand	During 2022-23, we will provide funding to further increase investment in bail supervision and bail assessment. We will establish an Alternatives to Remand Reference Group to make	2022 - 2023	Scottish Government, CJSW

	recommendations on future approaches, reporting by the end of 2022.		
Publish a revised National Community Justice Strategy	A revised National Community Justice Strategy is being developed and a public consultation will be carried out in early 2022. It is expected that the new strategy will be published during spring 2022, setting out clear aims for partners, with an emphasis on early intervention and encouraging a further shift away from the use of custody.	Consultation by spring 2022	Scottish Government
Publish a revised Community Justice Outcomes, Performance and Improvement Framework	Community Justice Scotland is currently developing proposals, through a collaborative process, for the revision of the OPIF, with the intention of addressing current issues and defining meaningful outcomes and associated indicators.	CJS' proposals will be considered by the Scottish Ministers in 2022, and that a revised OPIF will be published by the Scottish Government within 2022/23.	Scottish Government and Community Justice Scotland

<p>Design and implement the Health and wellbeing strategy, including drugs, alcohol, mental health and deaths in custody.</p>	<p>Scottish Government needs assessment will take place by Spring 2022.</p> <p>The needs assessment recommendations will support the Health and Wellbeing strategy over Q2 and 3 of FY 2022/23</p> <p>Specialist mental health, drug & alcohol recovery expertise deployed Q4</p> <p>Death in Custody Action Plan developed by Review Group, based on independent review</p>	<p>2022</p>	<p>SPS</p>
<p>Implementation of the Women's Strategy in Custody.</p>	<p>Developing a model of self-evaluation, including utilising and testing Quality Indicators around 'How Good is our Care of Women in Custody'.</p> <p>Gender specific training for prisons staff and partners working with women.</p> <p>Therapeutic service model for women developed, tested and implemented.</p> <p>Open and operate Women's National Facility (HMP Stirling).</p>	<p>2022</p>	<p>SPS</p>

	<p>Open and operate Bella Centre (Dundee).</p> <p>Open and operate Lillias Centre (Glasgow)</p>		
Continue to modernise the prison estate	<p>Finalise design of HMP Highland and commence construction.</p> <p>Progress design of HMP Glasgow (replacement for HMP Barlinnie)</p> <p>Improve digital infrastructure across the estate and commission new sites, including the women's estate and wi-fi enabling at HMPYOI Polmont</p> <p>Self-service KIOSK provision</p>	On-going	SPS

Aim – 5 Impact of COVID19			
Action	Key milestones and activities	Timescale	Owner / responsibilities
Partnership work to minimise inconvenience and reduce the need for physical appearances at court expansion.	The Scottish Courts and Tribunals Service will continue work to increase the provision of remote evidence for police and professional witnesses and to expand virtual custody hearings.	High Court is expected by spring 2022, before exploring options for further expansion.	SCTS working with Police Scotland
Continue to respond to and reduce the COVID backlogs	<p>We will legislate through the Coronavirus (Recovery and Reform) (Scotland) Bill to retain only necessary measures to help manage the backlog of cases arising from the pandemic and ensure cases can continue to be heard.</p> <p>Continue to run additional criminal courts initially launched in September 2021 (4 additional High Courts, 2 additional Sheriff solemn courts and 10 additional summary courts) to recover pre-COVID capacity.</p>	Parliamentary consideration of Bill expected to take place over spring and summer 2022	Scottish Government and justice partners

<p>Invest in recovery through the COVID RRT Fund</p>	<p>A justice recovery fund of £53.2m for the next financial year to be allocated to recovery, renewal and transformation activity across the justice system as we emerge from the pandemic. This will include funding of £26.5m to the Scottish Courts and Tribunal Service to maintain enhanced court capacity and, whilst still required, remote jury centres. The Fund will support other continuing costs arising from the pandemic, including for Police, prisons and community justice services. We will consider the on-going requirement for investment in recovery of the Justice system, beyond 2022-23, through the current Resource Spending Review process.</p>	<p>FY 2022/23</p>	<p>Scottish Government</p>
<p>Continue to respond to the increasing risks and needs of Scotland's increasingly complex prison population in the context of public health restrictions</p>	<p>Collaborative action across the system to consider downstream impacts on the prison system.</p>	<p>2022</p>	<p>SPS</p>

and pressures from COVID19.			
Build on lessons learned in the response to COVID19 and take forward a pathfinder to deliver end to end system level changes in a single pilot area.	Coordinated delivery of key elements of the Justice transformation work into a more holistic approach in order that the full benefits of transformation can be measured and robustly evaluated ahead of a national roll-out.	2022/23	Scottish Government, COPFS, Police Scotland, SCTS, Community Justice Scotland
Continue to support the work of the RRT Community Justice Sub group	<p>Work will continue on the following areas</p> <p>Progress Recovery Monitoring Framework</p> <p>Information Sharing Protocol – Police Scotland and Social Work – supporting community-based support and assessment of individuals held in Police Custody.</p> <p>Outstanding Warrants Initiative – addressing Warrants held by those in custody in advance of their liberation.</p> <p>Research on impact of COVID on third sector (building on literature review conducted 2021).</p>	<p>March – April 2022</p> <p>August 2022</p>	Community Justice Scotland and partners

<p>Continue to develop flexible and resilient business models across Scotland's courts and tribunals.</p>	<p>During the pandemic a range of new and innovative approaches to holding court and tribunal hearings were developed and proved to be effective – with the support of COVID legislation.</p> <p>SCTS will continue to develop its core digital infrastructure to provide end to end digital solutions that offer flexibility for in-person, hybrid or fully virtual criminal, civil and tribunal hearings plus FAI's.</p> <p>Research will also be conducted to understand the lessons learnt from remote hearings in civil and family cases</p>	<p>Ongoing</p>	<p>SCTS</p>
<p>Explore the expanded use of virtual domestic abuse trials.</p>	<p>Building on the recommendations of Sheriff Principal Pyle's report explore the expanded use of virtual domestic abuse trials for suitable cases.</p>	<p>2022-2023</p>	<p>SCTS and justice partners</p>

Enabling Projects & Actions e.g. underlying infrastructure, IT projects etc.			
Action	Key milestones and activities	Timescale	Owner / responsibilities
Delivery of Digital Evidence Sharing Capability (DESC)	A digital evidence sharing platform that delivers efficiencies around the storing, processing and handling of digital evidence across justice partner organisations.	Delivery 1 in 2022.	Police Scotland, in collaboration with COPFS and SCTS.
Delivery of Core Operating Solutions - Rollout of National Case and Crime	New crime and case management systems currently being rolled across 2022. Producing a flexible national platform to allow changes in the future.	2022/23	Police Scotland
Digitally enabled policing - Body Worn Video	Continue to develop the case for national rollout of body worn video, building on COP26 Pilot.	On-going	Police Scotland, in collaboration with COPFS and SCTS
Delivery of the next phase of the Tribunals Reform Programme, working with tribunals' judiciary.	Manage the expansion of the First-tier and Upper Tribunal business, including the transfer of the Mental Health Tribunal for Scotland and the work of Valuation Appeal Committees into the First-tier Tribunal for Scotland.	March 2023	SCTS

<p>Continued development of the integrated case management system for civil business.</p>	<p>Expand use of the civil online system to increase the range of case types in which submissions can be made electronically via the online portal.</p> <p>This approach allows users to track, monitor and manage their case. 24/7 and progress elements of the case asynchronously at a time to suit each party. When combined with online hearings it can provide a fully digital service.</p>	<p>Ongoing</p>	<p>SCTS</p>
<p>Defence Agent Service (DAS)</p>	<p>Online access for solicitors to digital services and information about cases to allow them to engage with prosecutors to prepare and resolve cases.</p>	<p>2022/23</p>	<p>COPFS</p>
<p>Witness Gateway</p>	<p>Online access for victims and witnesses to information related to their case. Focus in first year on confirming witness availability for trials. Implementation will be multi-year.</p>	<p>2022/23</p>	<p>COPFS</p>

Continued development of data and evidence across the justice system	Work will continue to collect, improve, analyse and publish data and evidence across the system to support evidence based understanding and decision making.	2022/23	All justice partners
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Acronym Guide

CJSW – Community Justice Social Work

COPFS – Crown Office and Procurator Fiscal Service

HMICS – Her Majesty's Inspectorate of Constabulary in Scotland

PIRC – Police Investigations and Review Commissioner

SCTS – Scottish Courts and Tribunal Service

SFRA – Scottish Fire and Rescue Service

SPA – Scottish Police Authority

SPS – Scottish Police Service