



Meeting	Policing Performance Committee
Date	15 June 2023
Location	Video Conference
Title of Paper	Performance Framework Refresh 2023/24
Presented By	Tom McMahon, Director of Strategy and Analysis
Recommendation to Members	For Discussion
Appendix Attached	Yes – Appendix A: Performance Framework 2023/24

PURPOSE

The purpose of this paper is to provide the Policing Performance Committee with the Performance Framework Refresh for the reporting year 2023/24.

This paper will specifically provide a report in relation to:
Agenda item 3.3 – Performance Framework Refresh 2023/24 Report.

Members are invited to discuss the content of this report.

1. BACKGROUND

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan.
- 1.3 As required by legislation, the SPA hold the Chief Constable to account for delivery against the strategic plan. This is done through scrutiny of Police Scotland's quarterly performance reports.
- 1.4 Police Scotland has developed a refreshed Performance Framework for 2023/24 and will continue the quarterly reporting cycle in support of this framework throughout the year.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 The refreshed performance framework will continue to help the SPA Board and the public to understand the complexities of delivering an effective police service and ensure we are delivering performance in line with our organisational values. In addition we will illustrate how we are evolving as a service and address the challenges of modern policing by evidencing the delivery of key strategies over the coming months and years.
- 2.2 Our outcomes focused Performance Framework is linked to our strategies and plans and describes how we will monitor and measure progress on the priorities for policing and our strategic outcomes. This Performance Framework is developed alongside the Annual Police Plan.

The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. The bi-annual report will provide a specific update on all activity aligned against all 15 strategic objectives at the six month point in the performance year. This is produced at the end of Q2 and combined with Chief Constable's Year End Report at the end of Q4. This fully supports the legislative requirement to report on progress of the activities contained within the Annual Police Plan.

- 2.3 Our refreshed Performance Framework reflects a renewed focus on Policing Together and Violence Against Women and Girls (VAWG). New measures and insights are being developed to show progress on the implementation of strategies and how we are achieving positive impacts and outcomes.

We will bring forward new reporting in relation to our Strategies and plans in the first quarter and this development will continue over the performance year as we continue to build and baseline new metrics. Police Scotland have aligned a suite of measures from key strategic areas that will best evidence our commitment to improving policing culture and support our commitment to Sexism Equality and Tackling Misogyny.

- 2.4 Mainstreaming these measures into quarterly performance reporting will ensure that the SPA Board, public and communities receive an assurance of progress against these outcomes, and represents a clear commitment on behalf of the organisation in achieving an organisational culture that reflects our purpose, focus and values.

The measures aligned to the strategies are longer term focussed rather than reflecting the ongoing performance of the day to day operational challenges we face. We will continue to incorporate our progress on the strategic plans through our performance reporting cycle.

- 2.5 A public confidence index score has been introduced into analysis and reporting of public confidence in policing. This will enhance comparability with how confidence is measured in the Scottish Crime and Justice Survey and methods used by YouGov and MOPAC.

- 2.6 Linked to the plans, our outcomes focused Performance Framework will monitor the impact of our policing approach for the public and communities in Scotland. The Performance Framework will provide measures and insights in relation to the 13 Divisions in Police Scotland allowing Divisional Commanders to make informed decisions on local policing.

- 2.7 We will continue to develop and mature our approach to enhance local insights by incorporating these into the Performance Framework and reporting comparative case studies of local policing on specific issues. This will be linked to our APP commitments and will incorporate the work we do with partners around Scotland to deliver on our outcomes.

2.8 The Performance Framework incorporates a number of benchmarking metrics which will support organisational learning through evidence gathering that complements our performance reporting. Current benchmarking measures are:

- Call Handling
 - Number of 999 Calls – NPCC
 - Average call answer time for 999 calls – NPCC
 - Median call answer time for 999 calls – NPCC
 - 999 calls answered in under 10 seconds – NPCC
 - 999 calls answered between 10-59 seconds – NPCC
 - 999 calls answered over 60 seconds – NPCC
- Public Contact and Engagement
 - Based on your overall experience, how satisfied are you with your police service
- People and Development
 - Identify repeat victims of assaults on officers/staff
- Your Voice Matters
 - Experienced workplace incivility
 - Emotional energy
 - Fatigue
 - Physical wellbeing
 - Job satisfaction
 - Life satisfaction
 - Disturbed sleep
 - Insufficient sleep
- Estates and Fleet
 - Total emissions per square meter (kg of Co2)
 - Estates expenditure per square meter

2.9 Police Scotland continue to develop the framework and learning from previous years is incorporated into this years refreshed framework. In total, the 2023/24 framework contains 379 performance metrics. Where metrics have been added or amended this is to better reflect police performance or to give additional data and insight that was previously unavailable. Some metrics have been deleted as they are not an effective measure of policing performance and do not influence decision making.

Governance is in place to ensure that the new and developing measures are valid and to identify where baselines are available. The new metrics in the 2023/24 Performance Framework are listed below:

- Public Confidence and Engagement
 - Trust Index: Overall perceptions of Police Scotland

- Trust Index: Attitudes towards crime
- Trust Index: Upholding our values
- Trust Index: Confidence in reporting incidents
- Professional Standards
 - Preliminary Conduct Assessments (by Assessment Decision)
- Estates and Fleet
 - Total mileage of electric fleet (Green miles)

2.10 A full copy of the Performance Framework Refresh 2023/24 Report is provided at Appendix A.

2.11 The Performance Framework Refresh 2023/24 Report is presented for discussion with members of the Policing Performance Committee.

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no personnel implications in this report.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications in this report.

6. REPUTATIONAL IMPLICATIONS

6.1 There are no reputational implications in this report.

7. SOCIAL IMPLICATIONS

7.1 There are no social implications in this report.

8. COMMUNITY IMPACT

8.1 There are no community implications in this report.

9. EQUALITIES IMPLICATIONS

9.1 Measures aligned to Police Scotland's equality outcomes have been mainstreamed into the Performance Framework and will be reported on throughout 2023/24.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

Police Scotland

Performance Framework 2023/24



**POLICE
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Performance Framework: Strategic Alignment

Our outcomes focused performance framework is linked to our strategic planning processes and describes how we will monitor and measure progress on our priorities for policing and strategic outcomes. Once the Joint strategy for policing 2023/26 is complete the performance framework will be aligned to this also.

The following is a summary of the strategic outcomes and objectives contained within the Annual Police Plan 2023/24.

Outcomes	Outcomes Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> - Keep people safe in the physical and digital world - Design services jointly to tackle complex public safety and wellbeing challenges - Support policing through proactive prevention
The needs of local communities are addressed through effective service delivery	<ul style="list-style-type: none"> - Understand our communities and deliver the right mix of services to meet their needs - Support our communities through a blend of local and national expertise - Support the changing nature of communities
The public, communities and partners are engaged, involved and have confidence in policing	<ul style="list-style-type: none"> - Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service - Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective - Work with local groups and public, third and private sector organisations to support our communities
Our people are supported through a positive working environment, enabling them to serve the public	<ul style="list-style-type: none"> - Prioritise wellbeing and keep our people safe, well equipped and protected - Support our people to be confident leaders, innovative, active contributors and influencers - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging
Police Scotland is sustainable, adaptable and prepared for future challenges	<ul style="list-style-type: none"> - Use innovative approaches to accelerate our capacity and capability for effective service delivery - Commit to making a positive impact through outstanding environmental sustainability - Support operational policing through the appropriate digital tools and delivery of best value

Evidencing progress towards our outcomes
 Gathering our data, narrative and insights together provides us with an evidence base that demonstrates how we are achieving our outcomes

Performance Framework: Building on success



The 2022/23 reporting year has seen policing meet the challenges of a society returning to normal following the COVID-19 pandemic. The flexibility in our performance framework approach allowed us to demonstrate the evolving challenges placed on policing.

The framework was able to evidence to the SPA Board and the public the complexity of increasing crimes such as sexual violence and fraud but also the reduction in acquisitive crimes. Out with traditional crime figures, Police Scotland illustrated;

- The impact of the naloxone project on Drug Related Deaths
- The many avenues of engagement we undertake with the public to inform us on local concerns
- The demand and time spent at different incidents
- Engagement with vulnerable road users to tackle road fatalities
- How we are working with partners on sharing learning, innovations and skills to improve cyber resilience

As we look forward to 2023/24 the demand placed on officers within our operating environment becomes more challenging. Following the announcement of the Scottish Budget for 2023/24 it has been recognised that the delivery of effective policing will be demanding with reduced officer numbers and a reduced overtime budget. Improvements to our technology, buildings and vehicles will also be challenging as we move forward into the tenth year of Police Scotland.

This refreshed performance framework will continue to help the SPA Board and the public to understand the complexities of delivering an effective police service and ensure we are delivering performance in line with our organisational values. In addition we will seek to illustrate how we are evolving as a service and seek to face the challenges of modern policing by evidencing key strategies that we look to deliver over the forthcoming years.

Evidencing Strategic Framework: Strategies and Plans

Strategic planning arrangements for policing in Scotland are set out in the Police Fire and Reform (Scotland) Act 2012. Police Scotland's Strategic Planning Framework sets out how the service aligns our strategies and statutory and strategic plans with the direction set by the Scottish Government, including the Vision for Justice, and our shared strategic outcomes and objectives set out in the Joint Strategy for Policing (2023), *Policing for a Safe, Protected and Resilient Scotland*. This approach has evolved with the service, and ensures that all planning and supporting activities are directly aligned to, and support the delivery of, the strategic outcomes and objectives. This includes the Annual Police Plan.

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

Our Performance Framework reflects a renewed focus on Policing Together and Violence Against Women and Girls (VAWG). Development work is ongoing to progress and align new measures and insights in response to implementing strategies and achieving positive impacts and outcomes.

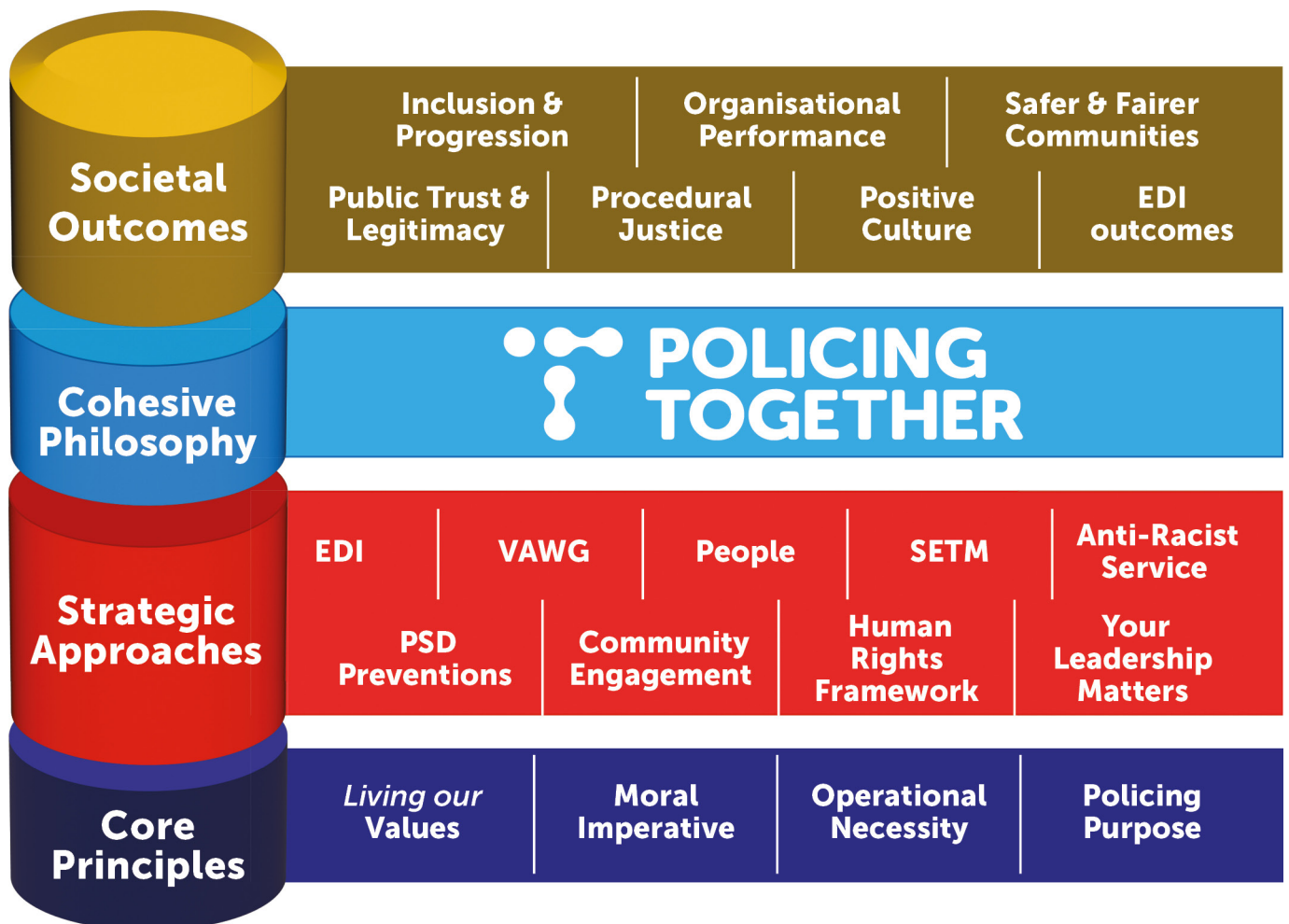
This development will continue over the performance year. The measures aligned to the strategies are longer term focussed rather than reflecting the ongoing performance of the day to day operational challenges we face. We will continue to incorporate our progress on the strategic plans through our performance reporting cycle. All Police Scotland's strategies can be found through the following link [Strategic Planning - Police Scotland](#)

Evidencing Strategic Framework: Policing Together

The Scottish Police Authority and Police Scotland are committed to achieving and promoting an organisational culture where people are treated with dignity and in line with our core values of integrity, fairness, respect and Human Rights.

We have listened to our communities, including our own officers and staff, and seek to meet the challenges of

eradicating discriminatory behaviour from our organisation. Our Policing Together strategy outlines the action we are taking to champion equality and inclusion so that we tackle discrimination and become a Service where every officer and member of staff can flourish and thrive within. The following diagram outlines the philosophy of policing together and what strategic steps we are developing to achieve better outcomes.



Police Scotland have aligned a suite of measures from these strategic areas that will best evidence our commitment to improving policing culture. Mainstreaming these measures into quarterly performance reporting will ensure that the SPA Board, public and communities receive an assurance of progress against these outcomes, and represents a clear commitment on behalf of the organisation in achieving an organisational culture that reflects our purpose, focus and values. Those measures are:-

Measure Source	Measure	Type of Measure
EDI	Evaluate success of the launch of EDI Training programme	Performance Task
EDI	Track completion rates and assessment results of EDI e-learning package	Developing Measure
VAWG	Reduction of fear and increase in confidence of women and girls	Performance Task
VAWG	Progress via current reporting – enhanced vetting procedures	Performance Task
VAWG	Colleague Survey - VAWG	Performance Task
VAWG	Colleague Survey – misogynistic behaviour	Performance Task
Anti-Racist Service	Update when race commitment signed on what this will mean for Police Scotland	Performance Task
Anti-Racist Service	Feedback from community members/elected officials/Scottish Police Authority on why anti-racist commitment is important	Performance Task
PSD Preventions	Assurance and evidence of compliance (where policies do not contain unconscious bias)	Performance Task
PSD Preventions	Assessments of the quality of policies and EqHRIAs reviewed, including addressing unconscious bias where it is found so that published documents are free from bias	Performance Task
PSD Preventions	Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages	Performance Task

Measure Source	Measure	Type of Measure
Community Engagement	Survivor engagement and acting on insights - women with lived experiences re police investigations	Performance Task
Community Engagement	Engagement insights from continued work with key stakeholders and survivors.- safety of women and girls	Performance Task
Community Engagement	Evaluation Report - evidence gathering training & engagement with victims/perpetrators	Performance Task
Your Leadership Matters	Evaluate success of the Your Leadership Matters Programme	Performance Task
People	Number of staff on modified duties and with disabilities to assess progress	Developing Measure
People	Positive action team recruitment events data - attendees/applications/jobs offered etc.	Developing Measure
People	Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure)	Data Measure
People	Your Voice Matters (Staff) Survey	Data Measure
People	Exit Survey data (EDI data included)	Developing Measure
People	Workforce profile by sex, race, disability, sexual orientation, age, religion, or belief (current measure)	Data Measure
People	Promotion profile by sex, race, disability, sexual orientation, age, religion or belief (current measure)	Data Measure
People	Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff) (Current measure)	Developing Measure
Sex, Equality and Misogyny	There are a number of measures within the Sex, Equality, and Misogyny and the Policing Together strategy which show some crossovers. As Sex, Equality, and Misogyny is a constituent part of Policing Together any measures which have a crossover are included within the measures set out in the Policing Together strategy.	

Performance Framework: Reporting

Public Confidence

Public confidence in policing impacts how safe individuals feel. Measuring public confidence through our Your Police Survey is one of the ways we monitor our understanding of confidence and trust in policing. Key data measures are included within the performance framework from the survey, for example;

- % of respondents that agree or strongly agree they have confidence in local policing
- % of respondents who feel either very safe or fairly safe in their area
- % of respondents agree or strongly agree that the police listen to concerns of local people

In April 2022, a public confidence index score was introduced into analysis and reporting of public confidence in policing. This was to enhance comparability with how confidence is measured in the Scottish Crime and Justice Survey and methods used by YouGov and MOPAC. The index score accounts for all of the responses (from strongly agree to strongly disagree) excluding the 'don't know' responses through assigning numerical scores and converting the overall response average into a percentage value.

Local Reporting

A tri-partite review between Police Scotland, the Scottish Police Authority and COSLA was agreed for the progression of Local Police Plans to identify areas of development and best practice which will then inform future local planning processes. This review is indicative of the intended approach towards service provision – so that it is open, accountable and responsive to local concerns.

Local Police Plans are shaped by a range of views, data and assessment, including public feedback from Your Police survey, as well as partner and stakeholder feedback. Local Police Plans explain how we will deliver on priorities in your local area over the next three years and our 2023-26 plan is currently in development and will be published on Police Scotland's website once complete.

Linked to the plans, our outcomes focused Performance Framework will monitor the impact of our policing approach for the public and communities in Scotland. The Performance Framework will provide measures and insights in relation to the 13 Divisions in Police Scotland allowing Divisional Commanders to make informed decisions on local policing. We will continue to develop and mature our approach to enhance local insights by incorporating these into the Performance Framework and reporting comparative case studies of local policing on specific issues. This will be on a six monthly basis and incorporate the work we do with partners around Scotland to deliver on our local outcomes.

Demand Profiling Tool

The aim of the Sub Divisional Demand Profiling Tool is to assist divisions in assessing how optimal their dedicated resources are spread across their division. This tool considers distance between resources in calculating potential impacts on officer safety and resilience.

For example the data can show where sub divisions share of resources is slightly above average, and their percentage share of demand is slightly below average. Therefore, the divisional commander would then use this data to re-address resources in that sub division.

The demand data used incorporates measures in the Performance Framework from a number of police databases, including but not limited to; Storm incidents, MisPer Database, iVPD and Custody Systems, amongst others and is calculated using a 5 year average, where possible.

Benchmarking

The benchmarking framework is aligned to the performance framework and overarching Joint Strategy for Policing. The benchmarking measures included in the performance framework will support organisational learning through evidence gathering that complements our performance reporting.

COS/Unify

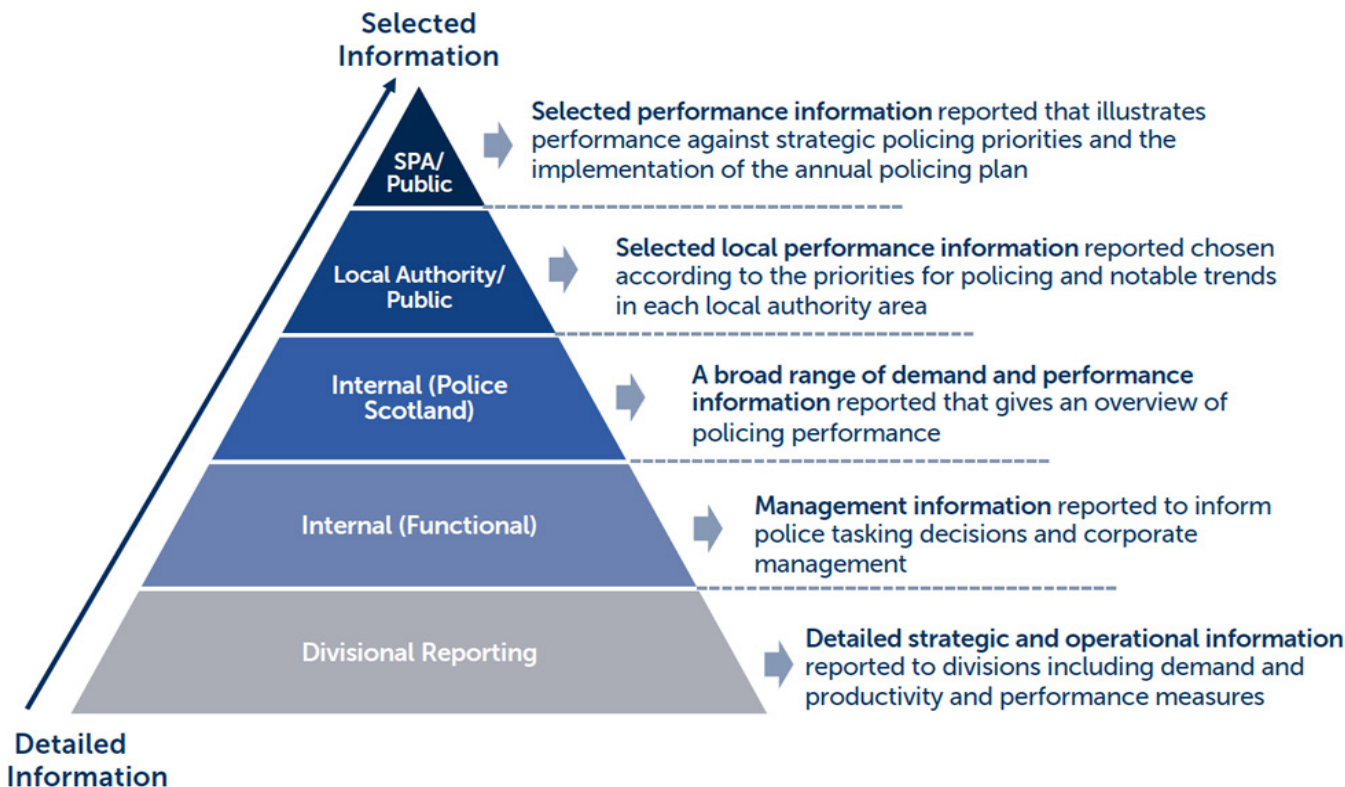
As part of the Core Operational Solutions (COS) programme, Police Scotland is in the process of moving from eight Crime Records Management solutions to a single National Crime solution (National UNIFI). All North Divisions and two East Divisions (Forth Valley and Fife) have migrated and are using National Unifi. The other East divisions (Edinburgh and The Lothians & Scottish Borders) are currently in the migration testing phase, and the West divisions' migration is expected to be completed by the end of 2023.

Once migration is completed, National Unifi (COS) will provide improved access and speed to perform analysis, statistical functions and create potential new performance measures. This will aid in highlighting Police Scotland's performance related to crime and improve insights into the Modus Operandi (MO), accused and victim profiles at a national level.

Products

Police Scotland will continue to produce complementary performance reports for internal and public scrutiny as part of the Performance Framework for 2023/24. The performance framework provides the platform to evidence the effectiveness and impact of our services as a whole. This evidence will form part of the quarterly performance reporting cycle, which will provide a holistic overview of progress across the service to meet our strategic outcomes.

The key requirements for performance reporting in Police Scotland are outlined in the following diagram.



The key performance reports that we will produce for public scrutiny are:

The Bi-Annual Report

- The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. The bi-annual report will provide a specific update on all activity aligned against all 15 strategic objectives at the six month point in the performance year. This is produced at the end of Quarter 2 and combined with Chief Constable's Year End Report at the end of Quarter 4. This fully supports the legislative requirement to report on progress of the activities contained within the Annual Police Plan.

The Quarterly Performance Report

- The Quarterly Performance Report will take a more holistic approach on reporting against the five strategic outcomes as much of the activity reported will crossover and inform more than one of the strategic objectives. This approach provides a wider and more detailed picture of traditional

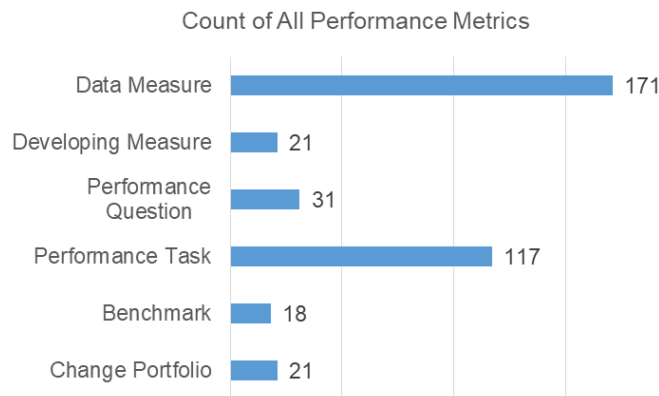
policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions. This is produced at the end of each quarter and will support legislative reporting requirements.

Chief Constable's Year End Report

- Section 39 of the Police and Fire Reform (Scotland) Act 2012, SPA must prepare the Annual Review of Policing (ARP) as soon as practicable after the end of each reporting year. In service of this report, the Chief Constable is required to provide, within three months of the end of the reporting year, an assessment of the performance of the Police Service. This report provides an assessment of Police Scotland's delivery of the Performance Framework five Outcomes and 15 Objectives, supported by key case studies, as well as a high level year trend analysis of major crime groups and a horizon scan of the coming year.

Performance Measures and Evidence

The following sections provide detail on the performance metrics that we will use to show progress towards each outcome. Police Scotland continue to develop the framework and learning from previous years is incorporated into this years refreshed framework. The following chart illustrates the breadth of measures we have in the Performance Framework.



Our performance framework is ambitious and we are continuing to develop a number of new measures in support of our strategic landscape. The developing measures are undergoing a period of data governance to ensure the data can be validated for future public reporting and be incorporated into the framework once complete.

We have introduced a number of key performance questions in support of our strategic plans to focus attention on impact and outcomes.

For example

- How effective have our national and local media campaigns been in raising awareness?
- Is the supervisory toolkit fit for purposes and being well used, how are we ensuring feedback and regular updates?
- Does qualitative feedback from third sector refugee groups indicate that refugees feel supported?

We have included a number of performance tasks. The performance tasks are supporting evidence to illustrate that we are moving towards the outcomes set out. For example

- Focus group data/insights for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave
- Evaluate success of the launch of EDI Training programme
- Case study on individuals' experiences of recruitment processes
- Monitor third party reporting and DSDAS Right to ask application to ascertain whether there is any increase that may be attributable to the Domestic Abuse Campaigns.

These tasks will provide in depth view on specific areas of focus and help illustrate in greater detail how we are performing.

Appendix 1 - Performance Framework Measures

In total, the 2023/24 framework contains 379 performance metrics. Where metrics have been added or amended this is to better reflect police performance or to give additional data and insight that was previously unavailable. Some metrics have been deleted as they are not an effective measure of policing performance and do not influence decision making. In some instances metrics removed from the performance framework are still captured but the volume is low or they are aggregated up into a high level measure, these measures can still be analysed when required.

Key		
Measures and Insights	Description	Colour
Data Measure	Management Information. These are recorded as standard, reported by exception and form part of the evidence bank. Those designated Measures of Progress by the SPA will be reported on a mandatory basis each quarter	
Benchmark	Benchmark identified by the Benchmark Practitioner Group (BPG) that meets the six data quality principles	
Change Portfolio	Project updates within the Change Portfolio that have been aligned to each of the strategic outcomes	
Developing Measure	The developing measures are undergoing a period of data governance to ensure the data can be validated for future public reporting and be incorporated into the framework once complete	
Performance Task	Performance tasks are supporting evidence to illustrate that we are moving towards the outcomes set out	
Performance Question	Performance Questions focus on what we are trying to achieve and any outcomes delivered so far	

Measures aligned to Force Strategic Outcomes

Outcome 1: Threats to public safety and wellbeing are resolved by a proactive and responsive police service

Police Scotland objectives are to:-

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

Business Area (s)	APP Question	Measure	Type of Measure
Drugs Supply / Drugs Harm	How is Police Scotland helping reduce the harm caused by controlled substances in our communities?	Supply of drugs - total - number of crimes	Data Measure
		Possession of drugs - number of crimes	Data Measure
		Number of officers that are naloxone trained	Data Measure
	How effective is the introduction of new measures in reducing drugs harms?	Number of naloxone administrations by police officers	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Serious Violence / Homicide	How effective is Police Scotland at tackling serious violent crime?	Overall violent crime - number of crimes	Data Measure
		Overall violent crime - detection rate	Data Measure
		Group 1 crime - number of crimes	Data Measure
		Group 1 crime - detection rate	Data Measure
		Murder - number of crimes	Data Measure
		Murder - detection rate	Data Measure
		Attempted murder - number of crimes	Data Measure
		Attempted murder - detection rate	Data Measure
		Serious assault - number of crimes	Data Measure
		Serious assault - detection rate	Data Measure
		Robbery - number of crimes	Data Measure
		Robbery - detection rate	Data Measure
		Common assault - number of crimes	Data Measure
		Common assault - detection rate	Data Measure
		Offensive/bladed weapons - number of crimes	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Sexual Crime	How effectively are we supporting vulnerable children at risk of sexual exploitation?	Number of online child sexual abuse offences	Data Measure
		Number of NRMs (National Referral Mechanism)	Data Measure
	What does survivor engagement tell us about their experience and how we are acting on insights?	Rape - number of crimes (incl. recent/non recent breakdown)	Data Measure
		Rape - detection rate	Data Measure
		Proportion of rape non-recent	Data Measure
	How effectively have we worked with partners to reduce barriers to reporting and increase shared learning?	Group 2 crime - number of crimes (incl. recent/non-recent breakdown)	Data Measure
		Group 2 crime - detection rate	Data Measure
		Proportion of group 2 crime non-recent	Data Measure
Serious Organised Crime	How effective is Police Scotland working with partner agencies to disrupt SOCG digital financial activities?	Number of Serious Organised Crime Group (SOCG) nominal arrests	Data Measure
		Value of Proceeds of Crime Act (POCA) seizures	Data Measure
		Number of groups and individuals on SOCG map	Data Measure
	How does Police Scotland support Scotland's Serious Organised Crime Strategy?	Number of county lines groups	Data Measure
		County lines origin areas	Data Measure
		County lines impact areas	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Domestic Abuse	How effectively have we worked with partners to reduce barriers to reporting and increase shared learning?	Domestic abuse - number of crimes	Data Measure
		Domestic abuse - detection rate	Data Measure
		Domestic abuse - number of incidents	Data Measure
	How many cases complete the full criminal justice process to plea or trial and what are the outcomes?	Proportion of domestic abuse incidents resulting in a crime report	Data Measure
		Percentage of domestic abuse initial bail checks that are conducted within 24 hours	Data Measure
	How effective have national and local media campaigns been in raising awareness of VAWG?	Domestic Abuse Scotland Act (DASA) - number of crimes	Data Measure
		Domestic abuse (of female) - number of crimes	Data Measure
	What feedback have we received from partners, including the VAWG Stakeholder Engagement Forum?	Domestic abuse (of male) - number of crimes	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Missing Persons		Missing Person Demand - Number of missing persons investigations and incidents	Data Measure
		Missing Person Demand – Total number and percentage of missing persons who have gone missing previously	Data Measure
		Missing Person Demand – Average and total length of time missing	Data Measure
		Partner Demand – Total number of missing persons from NHS, YPU and Foster Care locations	Data Measure
		Percentage of missing persons traced alive	Data Measure
		Percentage of missing persons traced deceased	Data Measure
		Percentage of missing persons missing from home address	Data Measure
		Percentage of missing persons missing from children's home	Data Measure
		Percentage of missing persons that are children	Data Measure
		Percentage of missing persons by type (wanted/absconder/looked after adult)	Data Measure
		Number of concern for people incidents (code 72)	Data Measure
		Number of missing people incidents (code 25)	Data Measure
		Number of missing persons with mental health marker	Data Measure
		Missing Person Demand - Total FTE demand of missing persons investigations	Data Measure
		Missing Person Demand - Children generated FTE demand of missing persons investigations	Data Measure
Missing Person Demand - Total FTE demand of missing persons investigations by location	Data Measure		

Business Area (s)	APP Question	Measure	Type of Measure
Registered Sex offenders		Number of Sex Offender Notification Requirements (SONR) offences committed	Data Measure
		Number of RSO's who committed SONR offence	Data Measure
		Number of Preventative Order offences committed (SOPOP, RoSHO and equivalent issued out with Scotland)	Data Measure
		Number of RSO's who committed a Preventative Order offence	Data Measure
Public Order / Safety	How successfully have we developed our public order capability to facilitate protest?	Proportion of public order trained officers	Data Measure
		Number of public order / VDP (Violent Deranged Person) deployments	Data Measure
Road Safety	How effective are Police Scotland's activities to improve road safety in Scotland?	People killed	Data Measure
		People seriously injured	Data Measure
		Children (aged <16) Killed	Data Measure
		Children (aged <16) Seriously Injured	Data Measure
		People Slightly Injured	Data Measure
		Drink, Drug driving offences incl. Failure to provide a specimen - number of detections	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Stop and Search		Number stop and searches	Data Measure
		Proportion of stop and searches that are positive	Data Measure
		Stop and search compliance rate (%)	Data Measure
Change Portfolio		Digital Evidence Sharing Capability (DESC)	Change Portfolio
		Cyber Kiosks	Change Portfolio
		Borders Policing Command	Change Portfolio
		Vulnerable Witnesses Act	Change Portfolio
		United Nations Convention on the Rights of the Child (Incorporation) (Scotland) Bill (UNCRC)	Change Portfolio
		Age of Criminal Responsibility Act (ACRA)	Change Portfolio

Outcome 2: The needs of local communities are addressed through effective service delivery

Police Scotland objectives are to:-

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

Business Area (s)	APP Question	Measure	Type of Measure
Call Handling		Number of 101 calls	Data Measure
		Average call answer time for 101 calls	Data Measure
		Number of 999 calls - NPCC	Benchmark
		Average call answer time for 999 calls - NPCC	Benchmark
		Median call answer time for 999 calls - NPCC	Benchmark
		999 calls answered under 10 seconds - NPCC	Benchmark
		999 calls answered between 10-59 seconds - NPCC	Benchmark
		999 calls answered over 60 seconds - NPCC	Benchmark
		Number/Percentage of 999/101 that do not result in an incident/crime	Data Measure
		Level of complaints received relative to C3s handling of 999/101 calls	Data Measure
		Incident Demand - Total Number of incidents raised	Data Measure
		Incident Demand - Number and % of incidents by response type	Data Measure
		Incident Demand - % of incidents which lead to a crime	Data Measure
		Incident Demand - % of incidents requiring police response	Data Measure
		Partner Demand - Number and % of external force requests	Data Measure
		Incident Demand - Top 3 incidents by time deployed	Data Measure
		Incident Demand - Average deployment time per incident type	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Access to Specialist Services		Number of requests for specialist services supported or partially supported, by type	Data Measure
		Number of requests for specialist services unsupported, by type	Data Measure
		Proportion of officers trained in specialist support roles, by type	Data Measure
Addressing Local Issues		Total number of incidents by category	Data Measure
		Group 3 crime - number of crimes	Data Measure
		Group 3 crime - detection rate	Data Measure
		Fraud - number of crimes	Data Measure
		Fraud - detection rate	Data Measure
		Number of antisocial behaviour incidents reported by the public	Data Measure
		Number of complaints regarding disorder	Data Measure
Hate Crime	How successfully have we delivered against the Hate Crime Recommendations?	Hate crimes - number of crimes	Data Measure
		Hate crimes - detection rate	Data Measure
	What is the impact on lived experience?	Number of hate incidents	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Criminal Justice		Number of cases submitted into Criminal Justice System	Data Measure
		Number of Police Direct Measures issued (ASB, FPN and RPW)	Data Measure
		Number of persons brought into Police Custody	Data Measure
		Number/Proportion of arrested persons held for court	Data Measure
		Number of persons held for court in relation to a new case	Data Measure
		Number/Proportion of persons on electronic bail	Data Measure
		Number/Proportion of arrested persons released on an undertaking	Data Measure
		Number/Proportion of persons arrested who have declared current or historic alcohol addiction issues	Data Measure
		Number/Proportion of persons arrested who have declared current or historic drug addiction issues	Data Measure
		Number/Proportion of persons arrested who have declared current or historic Mental Health issues	Data Measure
		Number of persons in police custody who are referred to partners.	Data Measure
		Number of times people in custody seen one or more times by NHS partners within custody suites.	Data Measure
		Number of Younger Children Arrested and Accepted into Police Custody (not held overnight)	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
Criminal Justice		Number of Younger Children Arrested Held Overnight	Data Measure
		Number of Younger Children Held Over 24 hours.	Data Measure
		Number of Older Children Arrested and Accepted into Police Custody (not held overnight)	Data Measure
		Number of Older Children Arrested Held Overnight	Data Measure
		Number of Older Children Held Over 24 hours.	Data Measure
		Total number of productions received	Data Measure
		Total number of productions disposed	Data Measure
		Total number of productions accumulated	Data Measure
		% of productions accumulated in terms of total received.	Data Measure
Change Portfolio		Local Policing Programme (LPP)	Change Portfolio
		Offender Management Unit (OMU)	Change Portfolio

Outcome 3: The public, communities and partners are engaged, involved and have confidence in policing

Police Scotland objectives are to:-

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

Business Area (s)	APP Question	Measure	Type of Measure
Public Contact and Engagement	What public and stakeholder engagement has Police Scotland undertaken to gather insights and test considerations?	% of respondents that agree or strongly agree they have confidence in local policing	Data Measure
		% of respondents who feel either very safe or fairly safe in their area	Data Measure
		% of respondents agree or strongly agree that the police listen to concerns of local people	Data Measure
		% users saying it was easy or very easy to contact the police	Data Measure
		% users satisfied or very satisfied with initial contact method	Data Measure
		% users feeling that the police provided the appropriate response	Data Measure
		% users feeling satisfied with the way they were treated by the officers who attended the incident	Data Measure
		% users feeling they were adequately informed about the progress made (where applicable)	Data Measure
		% respondents who agree or strongly agree that local police are friendly and approachable	Data Measure
		Based on your overall experience, how satisfied are you with your police service	Benchmark
		Trust Index: Overall perceptions of Police Scotland	Data Measure
		Trust Index: Attitudes towards crime	Data Measure
		Trust Index: Upholding our values	Data Measure
Trust Index: Confidence in reporting incidents	Data Measure		

Business Area (s)	APP Question	Measure	Type of Measure
Professional Standards	Are victims, witnesses and subject officers involved in APSP and sexual misconduct investigations being better supported from a welfare perspective?	Complaints from members of the public (by category)	Data Measure
		Total number of allegations from members of the public	Data Measure
		% of complaints handled within statutory timescales	Data Measure
		% of complaints concluded at Front Line Resolution (FLR)	Data Measure
		% of closed allegations which were upheld	Data Measure
	Has awareness been raised of what constitutes APSP and sexual misconduct?	Number of PIRC Complaint Handling Reviews (CHRs)	Data Measure
		Number of allegations considered by PIRC (CHRs)	Data Measure
		% of these allegations assessed as handled to a reasonable standard	Data Measure
		Number of On Duty Assault cases referred to PIRC	Data Measure
		% of these cases subject to PIRC Investigation	Data Measure
		Preliminary Conduct Assessments (by assessment decision)	Data Measure
Change Portfolio	How successfully have we implemented UCCP?	Unified Communications and Contact Platform (UCCP)	Change Portfolio
		Chief Data Officer Target Operating Model (CDO TOM)	Change Portfolio
		Master Data Management	Change Portfolio
		Body-Worn Video	Change Portfolio
		Contact Engagement and Resolution Project (CERP)	Change Portfolio
		National Integrated Communications Control System (NICCS)	Change Portfolio

Outcome 4: Our people are supported through a positive working environment, enabling them to service the public

Police Scotland objectives are to:-

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

Business Area (s)	APP Question	Measure	Type of Measure
People and Development	What is the impact of our People Strategy on colleague experience?	Percentage of working days lost for police officers and police staff	Data Measure
	How does Police Scotland proactively promote, support and mainstream equality and diversity initiatives?	Annualised working days lost for police officers and police staff	Data Measure
	What impact has Policing Together had on the culture of Police Scotland?	Cost of lost productivity due to absence	Data Measure
	How has the equality, diversity and inclusion programme improved public confidence?	Percentage of work days lost due to Psychological Disorders for police officers and police staff	Data Measure
	How effective is Police Scotland's workforce development?	Percentage of work days lost due to respiratory conditions for police officers and police staff	Data Measure
		Assault of emergency workers (police officer/police staff)– number of offences	Data Measure
		Identify repeat victims of assaults on officers/staff	Benchmark
		% of assaults leading to injury	Data Measure
		Number of assault RIDDORS	Data Measure

Business Area (s)	APP Question	Measure	Type of Measure
People and Development	What are our Staff Associations, Unions and Diversity Network Chairs telling us?	Number of assault RIDDORS per 1k employment	Data Measure
		Force Profile by sex, race, disability, sexual orientation, age, religion or belief	Data Measure
	What has been the impact of the direction set out in the Strategic Workforce Plan (SWP) on resourcing in Police Scotland?	Promotion/Rank & Grade Profile by sex, race, disability, sexual orientation, age, religion or belief	Data Measure
		Recruitment Profile by sex, race, disability, sexual orientation, age, religion or belief	Data Measure
	What has been the impact of building organisational design and workforce change capability?	Leavers Profile by sex, race, disability, sexual orientation, age, religion or belief	Data Measure
		Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff)	Data Measure
Your Voice Matters		Experienced Workplace Incivility	Benchmark
		Emotional Energy	Benchmark
		Fatigue	Benchmark
		Physical Wellbeing	Benchmark
		Job Satisfaction	Benchmark
		Life Satisfaction	Benchmark
		Disturbed Sleep	Benchmark
		Insufficient Sleep	Benchmark

Outcome 5: Police Scotland is sustainable, adaptable and prepared for future challenges

Police Scotland objectives are to:-

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

Business Area (s)	APP Question	Measure	Type of Measure
Finance		Maintaining a balanced budget: Financial monitoring report tracking and forecasting a balanced budget by Year End on a quarterly basis	Data Measure
		Procurement compliance; % of regulated spend undertaken compliantly in line with purchasing policy. Quarterly measure.	Data Measure
Estates and Fleet	What progress is Police Scotland making in the delivery of its Fleet, Estates and Environmental strategies?	Average age of fleet	Data Measure
		Vehicle Availability	Data Measure
		Proportion of vehicles that are ULEV (%)	Data Measure
		Total mileage of electric fleet (Green Miles)	Data Measure
		% footprint of the estate which is co-located/shared with our partners	Data Measure
		% footprint of the estate that is in good or better condition (year end update)	Data Measure
		Total carbon emissions per m2 of estate	Data Measure
		Reduction in Co2 emissions	Data Measure
		Total emissions per square metre (kg of CO2)	Benchmark
		Estates expenditure per square metre	Benchmark

Business Area (s)	APP Question	Measure	Type of Measure
Benefits realisation		Benefits realisation - Cashable benefits (planned/forecast/delivered)	Data Measure
		Benefits realisation - Non-cashable officer efficiencies (planned/forecast/delivered)	Data Measure
		Benefits realisation - Non-cashable staff efficiencies (planned/forecast/delivered)	Data Measure
Change Portfolio		Force Middle Office Review, Custody and Productions Remodelling	Change Portfolio
		Resource Deployment Unit (RDU)	Change Portfolio
		Crime Management System/Services (CMS)	Change Portfolio
		Analysis and Demand Transformation (ADT)	Change Portfolio
		Digitally Enabled Policing Programme (DEPP): Core Operational Solutions (COS) & BWV	Change Portfolio
		Emergency Services Mobile Communications Programme (ESMCP)	Change Portfolio
		MS Teams and 365	Change Portfolio

Measures aligned to Policing Together Strategy

Outcome 1 - We are an anti-racist organisation and have zero tolerance for any discrimination, bullying or harassment. We act at all times in accordance with our values.

Strategy	Measure	Type Of Measure
Policing Together	Feedback from Officers/Staff on what the anti-racist stance means to them.	Performance Task
Policing Together	Corporate Communications social media insight from EDI related activity on anti-racist stance.	Performance Task
Policing Together	Update when race commitment signed on what this will mean for Police Scotland.	Performance Task
Policing Together	Feedback from community members/elected officials/ Scottish Police Authority on why anti-racist commitment is important.	Performance Task
Policing Together	Feedback on those who use the policies from "Service Delivery Policy Support: the 'voice of customer' survey"	Performance Task
Policing Together	Assurance and evidence of compliance (where policies do not contain unconscious bias)	Performance Task
Policing Together	Assessments of the quality of policies and EqHRIAs reviewed, including addressing unconscious bias where it is found so that published documents are free from bias.	Performance Task
Policing Together	Improved practice and shared learning (to reduce unconscious bias)	Performance Task
Policing Together	Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages	Performance Task
Policing Together	Evaluate success of the launch of EDI Training programme	Performance Task

Strategy	Measure	Type Of Measure
Policing Together	Qualitative review of policy for modified duties to consider more meaningful work. Feedback from staff/line managers	Performance Task
Policing Together	Track completion rates and assessment results of EDI e-learning package	Developing Measure
Policing Together	Survey on value of EDI Training provided	Performance Task
Policing Together	Number of EDI training days delivered and feedback	Developing Measure
Policing Together	Number of staff on modified duties and with disabilities to assess progress	Developing Measure
Policing Together	Regular monitoring and acting on feedback from wellbeing champions	Performance Task
Policing Together	Review of progress of implementation of reporting mechanism (to report issues, concerns or grievances relating to EDI)	Performance Task
Policing Together	Review development and implementation of oversight and performance measures	Performance Task
Policing Together	Feedback on Positive Action Team recruitment programme	Performance Task
Policing Together	Assessment of the impact of the changes to disciplinary procedures to ensure due process	Performance Task
Policing Together	Positive action team recruitment events data - attendees/ applications/jobs offered etc.	Developing Measure
Policing Together	Recruitment profile by sex, race, disability, sexual orientation, age, religion or belief (current measure)	Data Measure
Policing Together	Grievance data (possible EDI data captured)	Developing Measure
Policing Together	Complaints data (possible EDI data captured)	Developing Measure

**Outcome 2:
Equality, Diversity, Inclusion and Human Rights are embraced and central to everything we do.**

Strategy	Measure	Type Of Measure
Policing Together	Progress report from People and Development on enhancement of EDI services/team	Performance Task
Policing Together	Publication of progress on the formation of the Independent Review Group	Performance Task
Policing Together	Review progress from the Independent Review Group on support and advice given	Performance Task
Policing Together	Evaluation on Continuous Professional Development (CPD) - How to be an Ally; Inclusion starts with I; and Unconscious Bias training packages	Performance Task
Policing Together	Evaluate success of the launch of EDI Training programme	Performance Task
Policing Together	Track completion rates and assessment results of EDI e-learning package	Data Measure
Policing Together	Qualitative insights on the improvement in managers knowledge and confidence in relation to EDI (from course evaluations and staff survey)	Performance Task
Policing Together	Qualitative insights into how Police Scotland are providing simplified and accessible management information, tools, procedures, guidance and communications relating to EDI.	Performance Task
Policing Together	Case study on individuals' experiences of recruitment processes	Performance Task
Policing Together	Lived experience examples from Policing Together	Performance Task
Policing Together	Feedback from Policing Together Independent Review Groups	Performance Task
Policing Together	Progress report on development of Policing Together platform	Performance Task

Outcome 3:

We are committed to an inclusive culture, which is supportive and welcoming, where colleagues feel they belong and can be at their best.

Strategy	Measure	Type Of Measure
Policing Together	Feedback from officers/staff on new Competency Values Framework	Performance Task
Policing Together	'My Career' - Competency and Values Framework Training - completion rate by staff/officers	Developing Measure
Policing Together	Qualitative feedback to understand the anticipated cultural change and any challenge/barriers to this change from Competency Values Framework	Performance Task
Policing Together	Your Voice Matters (Staff) Survey	Data Measure
Policing Together	Benchmarking of Your Voice Matters (Staff) Survey	Data Measure
Policing Together	Exit Survey data (EDI data included)	Developing Measure
Policing Together	Number of and participation in sexism and misogyny engagement events	Developing Measure
Policing Together	Leavers profile by sex, race, disability, sexual orientation, age, religion or belief (current measure) - Focus on this with 5 or less years' service	Data Measure
Policing Together	Staff Associations - promotion of staff events, updates on ongoing work	Performance Task
Policing Together	Feedback data/insights on success of ally network, feedback from officers/staff on how this helps	Performance Task
Policing Together	Qualitative feedback on truth to power sessions	Performance Task
Policing Together	Focus groups with new recruits with data over 2, 3, 4 year period	Performance Task

Strategy	Measure	Type Of Measure
Policing Together	Monitor changes in policy with regards to organisational response	Performance Task
Policing Together	Feedback, data and insights from reporting tool target areas, for reporting issues	Performance Task
Policing Together	Review implementation of independent advocate to support colleagues raising concerns around discrimination and then subsequent support provided	Performance Task
Policing Together	Capture qualitative feedback from a Colleague Panel, initially after 6 months from all members to share their experience and capture suggestions for improvements.	Performance Task
Policing Together	Capture informal feedback from the Colleague Panel with an annual confidential survey to assess progress and areas to develop/improve.	Performance Task
Policing Together	Feedback from 'leaders' on how training helped them in their role, how they use it in day to day work etc.	Performance Task
Policing Together	Hits/number completed/taken part in 'My career' on intranet with toolkits etc. specific to leadership pathways/development	Developing Measure
Policing Together	Number of EDI training days delivered specific to leadership	Developing Measure
Policing Together	Increased officer and staff satisfaction with resolution to issues (in relation to leadership)	Developing Measure

Outcome 4:
Our colleagues represent and reflect the communities we serve and keep safe.

Strategy	Measure	Type Of Measure
Policing Together	Insights from Diversity Staff Associations, Trade Unions and Staff Associations	Performance Task
Policing Together	Professional accreditations from EDI focused organisations (e.g. awards/training provided/independent reviews)	Performance Task
Policing Together	Insights from Stonewall (to ensure demographically representative workforce)	Performance Task
Policing Together	Academic review of policing demographics in Scotland	Performance Task
Policing Together	Corporate Communications updates on any directed recruitment campaigns	Performance Task
Policing Together	Workforce profile by sex, race, disability, sexual orientation, age, religion, or belief (current measure)	Data Measure
Policing Together	Promotion profile by sex, race, disability, sexual orientation, age, religion or belief (current measure)	Data Measure
Policing Together	Benchmark Scottish Census data - 2022 Census should be published 2023	Developing Measure
Policing Together	Stonewall Workplace Equality Index - Staff Feedback Survey (usually circulated later in the year) - questionnaire opened 25th July 2022	Developing Measure
Policing Together	Stonewall Top 100 Employers List (last on list in 2018 = 90)	Performance Task
Policing Together	Staff Survey (relating to diversity and demographic representation of Police Scotland)	Performance Task
Policing Together	Lived experiences from Policing Together Staff Associations insights/awards ceremonies/recognition of good work	Performance Task
Policing Together	Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff) (Current measure)	Developing Measure
Policing Together	Exit Survey data (EDI data included)	Developing Measure

Strategy	Measure	Type Of Measure
Policing Together	Number of hits or number who have completed/taken part in 'My Career' on intranet with toolkits. (focus on the 'wider circumstances')	Developing Measure
Policing Together	Number of hits/completions of CPD packages on the internet; "How to be an Ally; Inclusion starts with I; and Unconscious Bias"	Developing Measure
Policing Together	Focus group data/insights for Officers/Staff on Career breaks, maternity/paternity leave, adoption and fostering leave	Performance Task
Policing Together	Review of creation and distribution of 'My Career' tool kits	Performance Task
Policing Together	Review of professional accreditation/training made available	Performance Task
Policing Together	Number of/participation in annual survey capturing experiences of people who have been on career breaks	Developing Measure

Measures aligned to Violence Against Women and Girls Strategy

Outcome 1 - Supporting women and girls - Police Scotland has a duty to keep people safe; provide services and support to meet their needs. We will work with our justice partners to deliver integrated, person-centred and trauma informed services which recognise people's experiences and respect their needs and views.

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Evaluation Report - evidence gathering training & engagement with victims/perpetrators	Performance Task
Violence Against Women and Girls	Evaluation Report - evidence gathering training & engagement with victims/perpetrators/SOLO VRI pilot/ course/development of SPR2 template for rape and sexual crime	Performance Task
Violence Against Women and Girls	Evaluation Report - C3 staff re THRIVE model training re VAWG	Performance Task
Violence Against Women and Girls	Feedback from members of Panel and critical partners as to women's experiences - justice system	Performance Task
Violence Against Women and Girls	Engagement insights will consider and set out impacts - communities	Performance Task

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Feedback from the VAWG SEF - communities	Performance Task
Violence Against Women and Girls	Publication of revised and update Appropriate Adult SOP on PSoS intranet	Performance Task
Violence Against Women and Girls	Publishing of Appropriate Adult scenario based videos on PSoS intranet	Performance Task
Violence Against Women and Girls	Publishing of SOLD guidance material relating to individuals with communication needs on PSoS intranet	Performance Task
Violence Against Women and Girls	Confirmation of recommendations implemented - re review of all public protection victim and witness processes.	Performance Task
Violence Against Women and Girls	Survivor engagement and acting on insights - women with lived experiences re police investigations	Performance Task
Violence Against Women and Girls	Publication of standards - Bairns Hoose	Performance Task

Outcome 2 - Preventing harm and securing justice - We will maximise our police powers to effectively target men who harm women. We will work with partners to prevent men's violence against women and girls from continuing, escalating or occurring in the first place.

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Feedback from CJSD and COPFS regarding good compliance. - SPR templates for Domestic Abuse and Stalking and Harassment	Performance Task
Violence Against Women and Girls	Cascade learning to LPDs via quarterly VAWG email communications and information on the intranet - Forced Marriage	Performance Task
Violence Against Women and Girls	Cascade learning to LPDs via quarterly VAWG email communications and information on the intranet - HBA risk assessment methods	Performance Task
Violence Against Women and Girls	Direct feedback where appropriate to LPD for noting/ action. Cascade learning to LPDs via quarterly VAWG email communications and information on the intranet. - Victim Survivor Feedback Process re Domestic Abuse/sexual crime	Performance Task
Violence Against Women and Girls	Ensure new training is accessible to all via the Domestic Abuse landing page of the Intranet	Performance Task
Violence Against Women and Girls	Create as a standing agenda item at the Quarterly VAWG to promote use of IL. Utilise DAIU or equivalent to raise awareness of IL and encourage its use. If effective, statistics and reports from CJSD and COPFS will show a rise in appropriate use.	Performance Task
Violence Against Women and Girls	Create as a standing agenda item at the Quarterly VAWG to promote referral to MATAC. If effective, this will be evidenced during DACU Divisional Reviews (i.e. that Concern Hubs are referring to DAIU and DAIU are progressing to MATAC and necessary Perpetrator Management Plans are being created and managed within the relevant LPD.	Performance Task

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Create as a standing agenda item at the Quarterly VAWG to promote use of same. - Extra territorial jurisdiction re offences under DASA legislation.	Performance Task
Violence Against Women and Girls	Liaise with COPFS to explore how effectively this is being utilised and exploit learning opportunities - work with COPFS re opportunities reporting uncorroborated sexual offences under DASA.	Performance Task
Violence Against Women and Girls	Direct feedback where appropriate to LPD for noting/ action. - Work with COPFS re opportunities reporting uncorroborated sexual offences under DASA.	Performance Task
Violence Against Women and Girls	Cascade learning to LPDs via quarterly DAWG email communications and information on the intranet - Domestic Abuse Disclosure Scheme	Performance Task
Violence Against Women and Girls	Create DSDAS training via Moodle platform	Performance Task
Violence Against Women and Girls	Continue weekly governance oversight of LPDs management of DSDAS	Performance Task
Violence Against Women and Girls	Create as a standing agenda item at the quarterly DAWG to discuss issues/learning. - re implementation of new/existing VAWG legislation	Performance Task
Violence Against Women and Girls	Build DSDAS (governance and delivery) into the DACU Divisional Reviews	Performance Task
Violence Against Women and Girls	Where a need for change is identified this will be explored and implemented timeously and communicated out to all divisions by DACU with governance records similarly revised.	Performance Task

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Revised Domestic Abuse Toolkit will be published and communicated to all.	Performance Task
Violence Against Women and Girls	Refresh of Domestic Abuse Landing page will take place with links to the revised Toolkit	Performance Task
Violence Against Women and Girls	NRAC to incorporate guidance to their landing page and guidance regarding mandatory inclusion of Victim Safety Planning on any Domestic Abuse Concern Report, endorsed by a supervisor.	Performance Task
Violence Against Women and Girls	Dip sampling by Concern Hubs/DATF will show improved GDPR compliant recording of risk and Victim Safety Planning.	Performance Task
Violence Against Women and Girls	A future model will be devised via the newly established Domestic Homicide Review Workshops, established by Scottish Government Domestic Homicide Task Force where Police Scotland Public Protection are represented.	Performance Task
Violence Against Women and Girls	Monitor third party reporting and DSDAS Right to Ask application to ascertain whether there is any increase that may be attributable to the Domestic Abuse Campaigns.	Performance Task
Violence Against Women and Girls	Monitor information sharing process to ensure consistency at a national level. - MAPPA	Performance Task
Violence Against Women and Girls	Evidence will show our practise regards counter allegations and dual reporting is consistent with the Revised Joint Protocol with COPFS	Performance Task

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Create as a standing agenda item at the quarterly DAWG to promote completion of DAQ and professional judgement referrals to MATAAC. If effective, this will be evidenced during DACU Divisional Reviews (i.e. that Concern hubs are referring to DAIU and DAIU are progressing to MARAC and necessary Victim Safety Plans are being created, appropriately recorded and managed within the relevant LPD)	Performance Task
Violence Against Women and Girls	Campaign impact measures - i.e. ThatGuy2, 16 Days of Activism etc.	Performance Task
Violence Against Women and Girls	Campaign impact measures - bespoke social media campaigns	Performance Task
Violence Against Women and Girls	Confirmation of agreement and systems in place. - NHS and local general practices.	Performance Task
Violence Against Women and Girls	Evaluation Report - NHS/referrals made by GPs	Performance Task
Violence Against Women and Girls	Evaluation Report - Partnerships with education - schools and universities	Performance Task
Violence Against Women and Girls	Completion of review - Digital Evidence Sharing Capability (DESC)	Performance Task

Outcome 3 - Creating safe spaces - Violent, threatening and inappropriate conduct by men leaves women and girls feeling fearful within their own homes, as they go about their daily lives or interact online. We will coordinate our data and resources to target and challenge these behaviours online and in public.

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Completion of threat assessment and embedding this into operational service delivery. - Online Child Sexual Abuse and Exploitation	Performance Task
Violence Against Women and Girls	Complete review and revised toolkit regarding Stalking and Harassment	Performance Task
Violence Against Women and Girls	Refresh of Domestic Abuse Landing page will take place with links to the revised Toolkit, guidance and SPR template.	Performance Task
Violence Against Women and Girls	Monitoring of the use of the new Stalking and Harassment Template by CJSD and COPFS will show whether the template is being adhered to and whether this improves the quality of submissions to COPFS.	Performance Task
Violence Against Women and Girls	Options paper will be created for attention of Head of Public Protection regarding future approach to support and governance in respect of Stalking and Harassment.	Performance Task
Violence Against Women and Girls	Complete review and revised toolkit regarding Stalking and Harassment	Performance Task
Violence Against Women and Girls	Refresh of Domestic Abuse Landing page will take place with links to the revised Toolkit, guidance and SPR template.	Performance Task
Violence Against Women and Girls	Monitoring of the use of the new Stalking and Harassment Template by CJSD and COPFS will show whether the template is being adhered to and whether this improves the quality of submissions to COPFS.	Performance Task
Violence Against Women and Girls	Options paper will be created for attention of Head of Public Protection regarding future approach to support and governance in respect of Stalking and Harassment.	Performance Task

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Develop an internal and external communications strategy to launch during National Stalking Awareness week.	Performance Task
Violence Against Women and Girls	Has the knowledge of staff in night-time economy improved as a result of training?	Performance Question
Violence Against Women and Girls	Reduction of fear and increase in confidence of women and girls.	Performance Task
Violence Against Women and Girls	What progress has been made in developing and implementing the app?	Performance Question
Violence Against Women and Girls	Do women and girls use the app?	Performance Question
Violence Against Women and Girls	What is the uptake, feed and impact? - app	Performance Question
Violence Against Women and Girls	How can it be improved? - app	Performance Question
Violence Against Women and Girls	Reduction of crimes reported and in fear of crime of spiking.	Performance Task
Violence Against Women and Girls	Prevention of Domestic Abuse will be provided via roll out of the You Me Together inputs being delivered within school settings. Statistics will be captured regarding the number of pupils present.	Performance Task

Outcome 4 - Trust and confidence - Sexism and misogyny do not belong in our organisation. We will take every opportunity available to us to deliver a robust response, ensuring we eradicate from policing those who demonstrate discriminatory beliefs or have committed acts of violence or other forms of harm.

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Progress via current reporting - enhanced vetting procedures	Performance Task
Violence Against Women and Girls	Is our internal culture reflective of Police Scotland's approach to VAWG?	Performance Question
Violence Against Women and Girls	Colleague Survey - VAWG	Performance Task
Violence Against Women and Girls	Colleague Survey comms strategy and complaints handling	Performance Task
Violence Against Women and Girls	Progress via current reporting - PSD Preventions and Professionalism Programme	Performance Task
Violence Against Women and Girls	Meet and exceed statutory obligations to work with PIRC on complaints handling, promoting organisational learning from public inquiries.	Performance Task
Violence Against Women and Girls	Colleague Survey - misogynistic behaviour	Performance Task
Violence Against Women and Girls	Evaluate the impact that the new SOP has had on victims and survivors, and the investigation of offences involving officers and staff.	Performance Task

Strategy	Measure	Type Of Measure
Violence Against Women and Girls	Has use of Third Party Reporting Centres increased, in particular to report VAWG?	Performance Question
Violence Against Women and Girls	Evaluate feedback and assess impacts - Victim Survivor re Domestic Abuse/sexual abuse	Performance Task
Violence Against Women and Girls	Do communities feel engaged, listened to and part of the solution to VAWG?	Performance Question
Violence Against Women and Girls	Feedback from VAWG SEF.	Performance Task
Violence Against Women and Girls	Engagement insights from continued work with key stakeholders and survivors.- safety of women and girls	Performance Task

