Police Scotland

Performance Framework 2022/23

Contents

Performance Framework Purpose

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. This is developed alongside the Annual Police Plan.

Priorities for Policing	
Protecting Vulnerable People	Supporting people considered vulnerable and working with partners to reduce harm
Tackling Crime in the Digital Age	Building capacity and capability to address the threat from online and cyber-related crime
Working with Communities	Engaging with key stakeholders, public and communities to understand needs, build resilience and deliver a collaborative approach
Support for Operational Policing	Delivering change that enables our people to deliver an effective and sustainable service

Strategic Outcomes				
Public Safety and Wellbeing	**Needs of Local Communities**	**Confidence in Policing**	**Positive Working Environment**	**Sustainable and Adaptable Service**

We are presenting the Performance Framework in a revised, streamlined format in order to improve readability and comprehension. As such, this document will focus primarily on the measures that constitute the framework, how it is put together, the products it will inform and differences from last year. A full list of aligned documents and frameworks is found at Appendix 1.

Performance Framework Approach

Building on Success

Over the last year, Police Scotland's outcomes focused performance framework provided consistent reporting throughout a challenging period. The 2021/22 Performance Framework allowed Police Scotland to illustrate the challenges of the ongoing pandemic coupled with the re-introduction of many policing events that had subsided in the previous year. Scheduled sporting and political events, the extended reopening of the courts system, the resumption of the night-time economy, busier roads and beauty spots from domestic tourism required careful management in line with COVID-19 legislation.

In addition to meeting the challenges of a society returning to normal, the flexibility in our approach allowed us to demonstrate the changing nature of the challenges placed on policing. The framework was able to evidence to the SPA Board and the public the complexity of new and emerging crimes, the demand placed on Police Scotland due to the reduction in capacity from other supporting services, the expanded use of technology and the growth of cyber enabled crime and the professionalism from staff and officers to provide a safe and secure COP26.

This refreshed performance framework will continue to help the SPA Board and the public to understand the complexities of delivering an effective police service. Police Scotland will build on the success of the SPA Quarterly Performance Report and the Annual Police Plan Bi-Annual Report by embedding new insights on policing performance.

Change Portfolio

Contextualising our performance requires an in-depth knowledge of the changing demands placed on Police Scotland and how we respond to them in short, medium and long term. To further exemplify how Police Scotland adapt to a changing operational environment the projects within the Change Portfolio have been aligned to each of the Strategic Outcomes that are identified within the Annual Policing Plan 2021/22. Progress tracking on the change projects within our performance reporting will demonstrate the positive impact these projects have in delivering a policing service.

Policing Culture: Equality, Diversity, Inclusion and Human Rights

Police Scotland will promote an organisational culture that encourages an equal, diverse and inclusive service. Police Scotland will reflect on how we represent and serve our communities under the Policing Together Initiative. The initiative provides a focal point and platform to share the significant work already undertaken across Police Scotland, as well as progress which is needed under the additional energy and direction being brought to equality and inclusion imperatives.
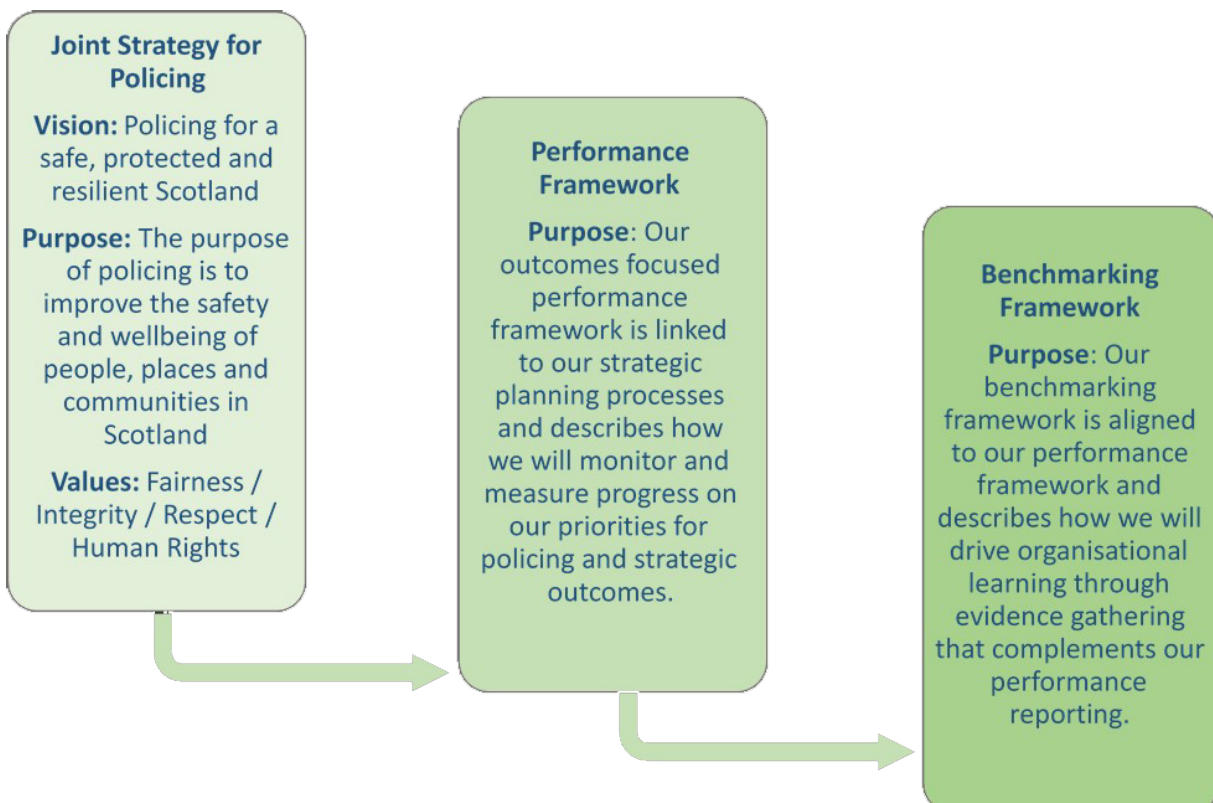
Police Scotland have aligned a suite of measures regarding equality, diversity and inclusion into the refreshed framework to demonstrate their commitment to mainstreaming delivery of Equality Outcomes. Mainstreaming these measures into quarterly performance reporting will ensure that the SPA Board, public 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.

Demand

In last year's performance framework, we introduced nine specific demand-based measures in order to contextualise the wide range of demands placed on Police Scotland and acknowledge the multifaceted nature of the contemporary policing environment. Building on the success of this approach, the 2022/23 Framework includes each measure from last year and has introduced an additional five.

Benchmarking

Collaborative work between Police Scotland, the SPA and partners has established a benchmarking framework. This 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.

Joint Strategy for Policing

Vision: Policing for a safe, protected and resilient Scotland

Purpose: The purpose of policing is to improve the safety and wellbeing of people, places and communities in Scotland

Values: Fairness / Integrity / Respect / Human Rights

Performance Framework

Purpose: 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.

Benchmarking Framework

Purpose: Our benchmarking framework is aligned to our performance framework and describes how we will drive organisational learning through evidence gathering that complements our performance reporting.

Products

Police Scotland will continue to produce three distinct but complementary reports as part of the Performance Framework for 2022/23, underpinned by an evidence bank to track progress on our Annual Police Plan Activities. This fully supports the legislative requirement to report on progress of the activities contained within the Annual Police Plan. Furthermore, this will support legislative reporting requirements whilst also provide 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.

These reports 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 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.

- **The Quarterly Performance Report**
  Takes 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 2021/2022, 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 27 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 Framework Alignment to the Strategic Outcomes and Objectives

The five strategic outcomes and supporting objectives that Police Scotland are working towards are summarised below. These outcomes help us to show how we will make a positive impact through what we are doing across the service. Our outcomes are linked to Police Scotland's Annual Policing Plan 2022/23 and contribute to Scottish Government's outcomes and policing priorities.

Outcomes	Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	- Keep people safe in the physical and digital world - Design services jointly to tackle complex public safety and wellbeing challenges - Support policing through proactive prevention
The needs of local communities are addressed through effective service delivery	- Understand our communities and deliver the right mix of services to meet their needs - Support our communities through a blend of local and national expertise - Support the changing nature of communities
The public, communities and partners are engaged, involved and have confidence in policing	- Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service - Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective - Work with local groups and public, third and private sector organisations to support our communities
Our people are supported through a positive working environment, enabling them to service the public	- Prioritise wellbeing and keep our people safe, well equipped and protected - Support our people to be confident leaders, innovative, active contributors and influencers - Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging
Police Scotland is sustainable, adaptable and prepared for future challenges	- Use innovative approaches to accelerate our capacity and capability for effective service delivery - Commit to making a positive impact through outstanding environmental sustainability - Support operational policing through the appropriate digital tools and delivery of best value

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 Measures and Evidence

The following sections provide detail on the performance measures and evidence that we will use to show progress towards each outcome. Police Scotland have built on last year's performance framework and identified performance measures and evidence that will support the balance of quantitative and qualitative information, case studies, and insights provided elsewhere to provide a compelling and cohesive narrative.

From the previous year's framework, we have:
- Added or amended 49 measures;
- Removed 39 measures;
- Aligned 33 measures to our equality outcomes;
- Introduced 19 benchmarking measures;
- Introduced 29 change portfolio updates;
- Introduced 5 additional demand-based measures;

In total, the 2022/23 framework contains 169 performance measures. Where measures have been added or amended this is to better reflect police performance or to give additional data and insight that was previously unavailable. Some measures have been deleted as they are not an effective measure of policing performance and do not influence decision making. In some instances measures 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. How these measures align to each strategic outcome and the relevant performance question(s) in the Annual Policing Plan 2022/23 is detailed in the following table:

Key		
Type	**Description**	**Colour**
MI	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.	
EO	Management Information Equality Outcome (Measure that is aligned to Police Scotland's Equality Outcomes). These will monitor and drive cultural change across the organisation.	
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.	
Demand	Measures included to highlight the varied demands on Police Scotland.	

Outcome 1

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

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

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

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

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**

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Drugs Supply / Drugs Harm	How is Police Scotland helping reduce the harm caused by controlled substances in our communities?	MI	Supply of drugs – total – number of crimes
		MI	Possession of drugs – number of crimes
		MI	Number of officers that are naloxone trained
		MI	Number of naloxone administrations by police officers

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Serious Violence / Homicide	How effective is Police Scotland at tackling serious violent crime?	MI	Overall violent crime – number of crimes
		MI	Overall violent crime – detection rate
		MI	Group 1 crime – number of crimes
		MI	Group 1 crime – detection rate
		MI	Murder – number of crimes
		MI	Murder – detection rate
		MI	Attempted murder – number of crimes
		MI	Attempted murder – detection rate
		MI	Serious assault – number of crimes
		MI	Serious assault – detection rate
		MI	Robbery – number of crimes
		MI	Robbery – detection rate
		MI	Common assault – number of crimes
		MI	Common assault – detection rate
		MI	Offensive/bladed weapons – number of crimes

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Child Sexual Abuse	How well does Police Scotland support at risk children from abuse?	EO 4	Number of online child sexual abuse offences
Human Trafficking	How well does Police Scotland support people and prevent them from becoming victims of human trafficking	EO 4	Number of NRMs (National Referral Mechanism)
Sexual Crime	How well does Police Scotland support those at risk from harm? How effective is Police Scotland's management of crimes of rape?	EO 4	Rape – number of crimes (incl. recent/non recent breakdown)
		EO 4	Rape – detection rate (incl. recent/non-recent breakdown)
		EO 4	Proportion of rape non-recent
		EO 4	Group 2 crime – number of crimes (incl. recent/non-recent breakdown)
		EO 4	Group 2 crime – detection rate (incl. recent/non-recent breakdown)
		EO 4	Proportion of group 2 crime non-recent

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Serious Organised Crime	How does Police Scotland support Scotland's Serious Organised Crime Strategy?	MI	Number of Serious Organised Crime Group (SOCG) nominal arrests
		MI	Value of Proceeds of Crime Act (POCA) seizures
		MI	Number of groups and individuals on SOCG map
		MI	Number of county lines groups
		MI	County lines origin areas
		MI	County lines impact areas
Domestic Abuse	How well is Police Scotland working to eradicate domestic abuse crime? Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs.	EO 4	Domestic abuse – number of crimes
		EO 4	Domestic abuse – detection rate
		EO 4	Domestic abuse – number of incidents
		EO 4	Proportion of domestic abuse incidents resulting in a crime report
		EO 4	Percentage of domestic abuse initial bail checks that are conducted within 24 hours
		EO 4	Domestic Abuse Scotland Act (DASA) – number of crimes
		EO 4	Domestic abuse (of female) – number of crimes
		EO 4	Domestic abuse (of male) – number of crimes

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Missing Persons	How effective is the introduction of new measures in improving Police Scotland's and partners responses to vulnerable and repeat missing persons?	Demand	Missing Person Demand – Number of missing persons investigations and incidents
		Demand	Missing Person Demand – Total number and percentage of missing persons who have gone missing previously
		Demand	Missing Person Demand – Average and total length of time missing
		Demand	Partner Demand – Total number of missing persons from NHS, YPU and Foster Care locations
		MI	Percentage of missing persons traced alive
		MI	Percentage of missing persons traced deceased
		MI	Percentage of missing persons missing from home address
		EO 3	Percentage of missing persons missing from children's home
		EO 3	Percentage of missing persons that are children
		EO 3	Percentage of missing persons by type (wanted/absconder/looked after adult)
		MI	Number of concern for people incidents (code 72)
		MI	Number of missing people incidents (code 25)

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Missing Persons	How effective is the introduction of new measures in improving Police Scotland's and partners responses to vulnerable and repeat missing persons?	MI	Number of missing persons with mental health marker
		Demand	Missing Person Demand – Total FTE demand of missing persons investigations
		Demand	Missing Person Demand – Children generated FTE demand of missing persons investigations
		Demand	Missing Person Demand – Total FTE demand of missing persons investigations by location
RSOs	How well is Police Scotland working with others to prevent RSOs from re-offending?	MI	Number of Sex Offender Notification Requirements (SONR) offences committed
		MI	Number of RSO's who committed SONR offence
		MI	Number of Preventative Order offences committed (SOPOP, RoSHO and equivalent issued out with Scotland)
		MI	Number of RSO's who committed a Preventative Order offence
Public Order / Safety	How is Police Scotland responding effectively to public order / safety threats?	MI	Proportion of public order trained officers
		MI	Number of public order / VDP (Violent Deranged Person) deployments

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Road Safety	How effective are Police Scotland's activities to improve road safety in Scotland?	MI	People killed
		MI	People seriously injured
		MI	Children (aged <16) killed
		MI	Children (aged >16) seriously injured
		MI	People slightly injured
		MI	Drink, Drug driving offences incl. Failure to provide a specimen – number of detections
Stop and Search	N/A	MI	Number stop and searches
		MI	Proportion of stop and searches that are positive
		MI	Stop and search compliance rate (%)
Change Portfolio	N/A	Change	Digital Evidence Sharing Capability (DESC)
		Change	Cyber Kiosks
		Change	Borders Policing Command
		Change	Vulnerable Witnesses Act
		Change	Children Act 2019
		Change	Age of Criminal Responsibility Act (ACRA)

Outcome 2

The needs of local communities are addressed through effective service delivery

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

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

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

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**

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Call Handling	How is Police Scotland improving public contact access to its services?	MI	Number of 101 calls
		MI	Average call answer time for 101 calls
		Benchmark	Number of 999 calls – NPCC
		Benchmark	Average call answer time for 999 calls – NPCC
		Benchmark	Median call answer time for 999 calls – NPCC

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Call Handling	How is Police Scotland improving public contact access to its services?	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
		MI	Number/Percentage of 999/101 that do not result in an incident/crime
		MI	Level of complaints received relative to C3s handling of 999/101 calls
		Demand	Incident Demand – Total Number of incidents raised
		Demand	Incident Demand – Number and % of incidents by response type
		Demand	Incident Demand – % of incidents which lead to a crime
		Demand	Incident Demand – % of incidents requiring police response
		Demand	Partner Demand – Number and % of external force requests
		Demand	Incident Demand – Top 3 incidents by time deployed
		Demand	Incident Demand – Average deployment time per incident type
Access to Specialist Services	How do specialist resources meet community needs and protect the community from risk and harm?	MI	Number of requests for specialist services supported or partially supported, by type
		MI	Number of requests for specialist services unsupported, by type
		MI	Proportion of officers trained in specialist support roles, by type

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Addressing Local Issues	How is Police Scotland working with partners to mitigate the risk of cybercrime? How have local divisions performed against 2020 plans?	MI	Total number of incidents by category
		MI	Group 3 crime – number of crimes
		MI	Group 3 crime – detection rate
		MI	Fraud – number of crimes
		MI	Fraud – detection rate
		MI	Number of antisocial behaviour incidents reported by the public
		MI	Number of complaints regarding disorder
Hate Crime	N/A	EO 1	Hate crimes – number of crimes
		EO 1	Hate crimes – detection rate
		EO 1	Number of hate incidents
		Benchmark	Sharing best practice: Victim Support Survey, conducted in N Division Seeking Best Gaining Practice: Force Hate Crime Units
Criminal Justice	How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?	MI	Number of cases submitted into Criminal Justice System
		MI	Number of Police Direct Measures issued (ASB, FPN and RPW)
		MI	Number of persons brought into Police Custody

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Criminal Justice	How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?	MI	Number/Proportion of arrested persons held for court
		MI	Number/Proportion of persons held for court in relation to a new case
		MI	Number/Proportion of persons on electronic bail
		MI	Number/ Proportion of arrested persons released on an undertaking
		MI	Number/Proportion of persons arrested who have declared current or historic alcohol addiction issues
		MI	Number/Proportion of persons arrested who have declared current or historic drug addiction issues
		MI	Number/Proportion of persons arrested who have declared current or historic Mental Health issues
		MI	Number of persons in police custody who are referred to partners
		MI	Number of times people in custody seen one or more times by NHS partners within custody suites
		MI	Number of Younger Children Arrested and Accepted into Police Custody (not held overnight)
		MI	Number of Younger Children Arrested Held Overnight
		MI	Number of Younger Children Held Over 24 hours
		MI	Number of Older Children Arrested and Accepted into Police Custody (not held overnight)
		MI	Number of Older Children Arrested Held Overnight

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Criminal Justice	How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?	MI	Number of Older Children Held Over 24 hours
		MI	Total number of productions received
		MI	Total number of productions disposed
		MI	Total number of productions accumulated
		MI	% of productions accumulated in terms of total received
Change Portfolio	N/A	Change	**Offender Management Unit (OMU)**
		Change	**Contact Assessment Model (CAM)**
		Change	**Local Policing Programme (LPP)**

Outcome 3

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

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

The safety and wellbeing of the people we serve are enhanced by providing services that work efficiently. Post pandemic renewal and recovery will undoubtedly bring significant changes to the policing required by the people of Scotland. We will listen and seek to understand the changing needs of diverse communities, bringing both professionalism and empathy to our interactions.

Engaging with people strengthens relevance, responsiveness and accountability and builds trust. It helps us learn about people and create services that meet their needs. We will improve and refocus our engagement activities where these are not reaching diverse communities and are not representative of the society we serve.

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

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Public Contact and Engagement	How is Police Scotland measuring and improving public confidence and satisfaction in our police service? What are local people, stakeholders and seldom heard groups telling us about their experiences and priorities?	MI	% of respondents that agree or strongly agree they have confidence in local policing
		MI	% of respondents who feel either very safe or fairly safe in their area
		MI	% of respondents agree or strongly agree that the police listen to concerns of local people
		EO 2	% users saying it was easy or very easy to contact the police
		EO 2	% users satisfied or very satisfied with initial contact method
		EO 2	% users feeling that the police provided the appropriate response
		EO 2	% users feeling satisfied with the way they were treated by the officers who attended the incident
		EO 2	% users feeling they were adequately informed about the progress made (where applicable)
		EO 2	% respondents who agree or strongly agree that local police are friendly and approachable
		Benchmark	Based on your overall experience, how satisfied are you with your police service

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Public Trust	Is Police Scotland resolving complaints efficiently and fairly?	MI	Complaints from members of the public (by category)
		MI	Total number of allegations from members of the public
		MI	% of complaints handled within statutory timescales
		MI	% of complaints concluded at Front Line Resolution (FLR)
		MI	% of closed allegations which were upheld
		MI	Number of PIRC Complaint Handling Reviews (CHRs)
		MI	Number of allegations considered by PIRC (CHRs)
		MI	% of these allegations assessed as handled to a reasonable standard
		MI	Number of On Duty Assault cases referred to PIRC
		MI	% of these cases subject to PIRC Investigation
Change Portfolio	N/A	Change	Unified Communications and Contact Platform (UCCP)
		Change	Chief Data Officer Target Operating Model (CDO TOM)
		Change	Master Data Management
		Change	Body-Worn Video
		Change	Public Contact and Engagement Strategy
		Change	National Integrated Communications Control System (NICCS)

Outcome 4

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

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

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

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**

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Welfare and Wellbeing of Our People	How well does Police Scotland manage staff and officer absence rates?	MI	Percentage of work days lost due to respiratory conditions for police officers and police staff
		MI	Annualised working days lost for police officers and police staff
		MI	Cost of lost productivity due to absence
		MI	Percentage of work days lost due to Psychological Disorders for police officers and police staff
		MI	Percentage of work days lost due to respiratory conditions for police officers and police staff

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Welfare and Wellbeing of Our People	How is Police Scotland using results from YVM survey to shape future developments on staff wellbeing? What are our Staff Associations, Unions and Diversity Network Chairs telling us?	MI	Assault of emergency workers (police officer/police staff) – number of offences
		Benchmark	Identify repeat victims of assaults on officers/staff
		MI	% of assaults leading to injury
		MI	Number of assault RIDDORS
		MI	Number of assault RIDDORS per 1k employment
Workforce Development	How does Police Scotland proactively promote, support and mainstream equality and diversity initiatives? How effective is Police Scotland's workforce development? What are our Staff Associations, Unions and Diversity Network Chairs telling us?	EO 7	Force Profile by sex, race, disability, sexual orientation, age, religion or belief
		EO 8	Promotion/Rank & Grade Profile by sex, race, disability, sexual orientation, age, religion or belief
		EO 8	Recruitment Profile by sex, race, disability, sexual orientation, age, religion or belief
		EO 7	Leavers Profile by sex, race, disability, sexual orientation, age, religion or belief
		EO 8	Gender, Disability, Race and Sexual Orientation pay gaps (Officers and Staff)

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Your Voice Matters	How will YVM results inform Police Scotland's wellbeing approach? How are results and response rates reflecting the effectiveness of the action plans?	Benchmark	Experienced Workplace Incivility
		Benchmark	Emotional Energy
		Benchmark	Fatigue
		Benchmark	Physical Wellbeing
		Benchmark	Job Satisfaction
		Benchmark	Life Satisfaction
		Benchmark	Disturbed Sleep
		Benchmark	Insufficient Sleep
Change Portfolio	N/A	Change	Mobile Working
		Change	P&D: My Career
		Change	Leadership

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

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

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

Outcome 4: 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

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Financial Sustainability	How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?	MI	Maintaining a balanced budget: Financial monitoring report tracking and forecasting a balanced budget by Year End on a quarterly basis
		MI	Procurement compliance; % of regulated spend undertaken compliantly in line with purchasing policy. Quarterly measure

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Estates and Fleet	What progress is Police Scotland making in the delivery of its Fleet, Estates and Environmental strategies?	MI	Average age of fleet
		MI	Vehicle Availability
		MI	Proportion of vehicles that are ULEV (%)
		MI	% footprint of the estate which is co-located/shared with our partners
		MI	% footprint of the estate that is in good or better condition (year end update)
		MI	Total carbon emissions per m2 of estate
		MI	Reduction in Co2 emissions
		Benchmark	Total emissions per square metre (kg of CO2)
		Benchmark	Estates expenditure per square metre
Innovation	How is Police Scotland's Change Portfolio improving service delivery?	MI	Benefits realisation – Cashable benefits (planned/forecast/delivered)
		MI	Benefits realisation – Non-cashable officer efficiencies (planned/forecast/delivered)
		MI	Benefits realisation – Non-cashable staff efficiencies (planned/forecast/delivered)

Area	APP Question	Type of Evidence	2022/23 – Data / Evidence
Change Portfolio	How is Police Scotland's Change Portfolio improving service delivery?	Change	Purchase to Pay (P2P)
		Change	Middle Office, Custody and Productions Remodelling
		Change	Transforming Corporate Support Services (TCSS)
		Change	Resource Deployment Unit (RDU)
		Change	Crime Management System (CMS)
		Change	APU Redesign
		Change	Digitally Enabled Policing Programme (DEPP): Core Operational Solutions (COS) & BWV
		Change	Emergency Services Mobile Communications Programme (ESMCP)
		Change	NatNet
		Change	Flexible Working Applications (FWA)
		Change	MS Teams and 365

Appendix 1

Link to APP

[Police Scotland Annual Police Plan 2022/23](#)

Link to Equality Outcomes

[Police Scotland and Scottish Police Authority Joint Equality Outcomes for Policing 2021](#)