SCOTTISH POLICE
AUTHORITY

Agenda Item 2.2

Meeting	SPA Policing Performance Committee
Date	28 May 2020
Location	Teleconference
Title of Paper	Development of Performance Framework
Presented By	Tom McMahon, Director of Business Integration
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Performance Framework 2020/21 Appendix B – Measures of Progress Appendix C – EqHRIA Summary of Results

PURPOSE

The purpose of this paper is to present the revised Performance Framework 2020/21 and to provide details of the two key products that will form the basis of reporting this financial year.

Members are invited to discuss and endorse the content of this paper; the outcome of which will be reported to the SPA Board in June with a commendation to support and adopt.

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 introduced an outcome focussed approach to performance on 01 April 2019.

1.5   This was an ambitious first iteration of a new approach that has seen positive developments to quarterly reporting but has also realised challenges; particularly with some of the more aspirational measures included in the Framework.

1.6   Constructive criticism has been provided on the quarterly performance products throughout the 2019/20 reporting cycle; key areas for improvement being:

- more impactful style of presentation
- better balance of quantitative and qualitative information
- exploit data that is readily available from core systems (not aspirational)
- incorporate better use of demand data as these products develop

2.   FURTHER DETAIL ON THE REPORT TOPIC

Performance Framework Approach

2.1   Engagement has been ongoing between Police Scotland and the SPA to devise a revised Framework through a collaborative approach. It is recognised that there will be step changes of improvement over the next three years that will see developments in data collection, interpretation and presentation as the reporting process evolves.

2.2   From the outset of the review process the focus was to ensure that the Performance Framework remained strategically aligned to the following key strategic products / deliverables:

- Joint Strategy for Policing (2020)

- Annual Police Plan 2020/21 (APP)

- Operation Talla Strategic Objectives (COVID-19 Response)

- Deputy Chief Constable's / Deputy Chief Officer Delivery Plans

2.3   The refresh of the Framework was also seen as an opportunity to make changes to the reporting regime that provided a more effective and efficient means of discharging the legislative requirements for reporting against the commitments set out in the APP, which in turn will inform the Annual Report and Accounts 2020/21.

Reporting Products

2.4   To address the foregoing challenges Police Scotland will produce two distinct but complementary reports as part of the Performance Framework for 2020/21:

- Annual Police Plan Bi-Annual Report

- Quarterly Performance Report

Annual Police Plan Bi-Annual Report

2.5   The APP clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. The bi-annual reports will provide a progress update on all 117 activities aligned against all 15 strategic objectives. Reporting on the activities will be split over the two reports to ensure this is manageable and is presentable in a digestible format for the end user.

2.6   These reports are clear deliverables directly aligned to the legislative requirement to report against all activity in the APP and will support SPA scrutiny and audit of this process.

2.7   The timescales for the delivery of APP activities are currently being reviewed to take cognisance of the impact of Operation Talla. The outcome of this work will inform the first bi-annual report that will be presented to the Policing Performance committee in November 2020.

2.8   The reports will draw information collated as part of the quarterly performance regime but will also consider insights and outcomes

from other reports to SPA Committees and internal Police Scotland governance boards.

2.9 It is envisaged that these reports will be largely narrative based and will incorporate a visual indicator to highlight the progress made against each commitment; albeit the product is still at the design phase.

2.10 This report is being developed in collaboration by Police Scotland's Strategy, Insight and Innovation team and the Analysis and Performance Unit.

Quarterly Performance Report

2.11 The quarterly performance reports will be a mechanism for reporting on activity undertaken in support of the five strategic outcomes laid out in the APP.

2.12 The content of the report will not only support legislative reporting requirements but unlike the bi-annual report it will provide a wider and more detailed picture of traditional policing performance measures, supplemented with additional narrative, insight, case studies and benchmarking where appropriate.

2.13 The Framework has circa 150 examples of management information; these will remain subject to review throughout the performance cycle as they may increase dependent on improvements to recording systems and data processing.

2.14 To support consistent reporting from the Framework, following consultation with the SPA, a suite of key measures of progress towards each of the five strategic outcomes has been identified from the available management information. These measures will form the basis of the quarterly reports and will be supplemented by additional information and context. Detail of the Measures of Progress are provided in an accompanying Appendix to this paper.

2.15 It is recognised that there will be a range of policing activity within the Framework that will be the subject of scrutiny at other SPA Committees. Such updates will be considered on a case by case basis to establish if a synopsis of findings would bring additional value to the quarterly performance reports.

2.16 The quarterly reports will also include:

- exception reporting across all management information in the Framework

- updates on activity to support Op Talla Strategic Objectives
- specific updates of APP activity undertaken / completed in each quarter

2.17 Exception reporting will be undertaken following an assessment of data for crime / offence types that fall above or below confidence limits based on the application of established statistical formulae. This will be set against trend analysis from a rolling 12 month period and three to five year averages.

2.18 The development of the quarterly report is an iterative process that will evolve throughout the coming performance year.

Limitations / Developments

2.19 As previously referred to, the refreshed Framework has been developed in collaboration with the SPA with a view to addressing observations made on the previous version.

2.20 The Chair of the Policing Performance Committee acknowledges that this will be a developing process over the next three years. This timescale is needed to enable Police Scotland to transform its management of data to meet the expectations of the SPA.

2.21 Police Scotland understands the increasing demand to more explicitly manage data assets and to improve analytics that will support the provision of a more effective and efficient service to communities and partners.

2.22 Improvements will be dependent on the delivery of key strategic change programmes emanating from the Digital, Data and ICT (DDICT) Strategy. This will of course depend on the provision, access and prioritisation of transformation funding. As such it is not possible to provide a prescriptive timescale for improvements; this will be subject to update at future Committee meetings.

2.23 One of these proposals is the development of a force wide analytics platform as part of Police Scotland's Data Drives Digital programme that will seek investment in 2020/21. This is a key deliverable in enhancing our analysis of increased cyber related activities.

2.24 The Initial Business Case for Force Wide Analytics has now been approved by Police Scotland's Change Board and formal market engagement commenced through procurement team with a formal

Request for Information (RFI) being published on Public Contracts Scotland.

2.25   Members will be pleased to note that a very healthy response to the RFI, with 23 organisations responding with information that is helping inform the development and refinement of our detailed functional and technical requirements.

2.26   The intension is to publish these requirements in an open procurement at the end of May 2020 as part of the planned wider procurement for core DDICT data solutions. This exercise will provide the clarity and certainty over both the timescales for implementation and the costs associated with its delivery and upkeep to inform a Full Business Case that will be progressed through governance later in the year.

2.27   The following are examples of data that is currently not subject of automated information gathering and in-depth analysis; improvements will be dependent on the future investment outlined above:

- crimes that use of technology and are cyber enabled or cyber dependent
- understanding of types of fraud
- repeat victimisation / repeat offending - across multiple crime types but particularly Domestic Abuse
- repeat missing people

2.28   Assuringly, repeat victimisation / repeat offending / repeat missing persons are managed at a divisional level and is a subject of focus for local Commanders; however current systems do not allow this to be analysed centrally.

2.29   The Analysis and Performance Unit continues to work with business areas to identify gaps and where possible develop meaningful measures and narrative to support the framework. An example of this is the introduction or markers on police systems to identify cyber related crimes / incidents.

2.30   It is also recognised that benchmarking is an aspect that should feature more prominently in reports where appropriate. Benchmarking indicators for corporate business areas will be incorporated where currently used, but this remains an area for improvement that is being undertaken in collaboration with the SPA.

Reporting Timescales

2.31 The revised framework will be used to report performance as of 01 April 2020. The following table outlines the key governance boards and dates (subject to change) for this reporting year and highlights the performance product that will be presented during each quarter.

Quarter 1		
Strategic Organisational Performance Board (Police Scotland)	03 August 2020	Quarter 1 Performance Report
SPA Policing Performance Committee	26 August 2020	
SPA Board	30 September 2020	
Quarter 2		
Strategic Organisational Performance Board (Police Scotland)	02 November 2020	- Quarter 2 Performance Report - APP Bi-annual Report (Half-year report)
SPA Policing Performance Committee	17 November 2020	
SPA Board	TBC	
Quarter 3		
Strategic Organisational Performance Board (Police Scotland)	01 February 2021	Quarter 3 Performance Report
SPA Policing Performance Committee	TBC	
SPA Board	TBC	
Quarter 4		
Strategic Organisational Performance Board (Police Scotland)	03 May 2021	- Quarter 4 Performance Report - APP Bi-annual Report (Year-end report) - Review of Performance Framework for 2021 / 22
SPA Policing Performance Committee	TBC	
SPA Board	TBC	

3. FINANCIAL IMPLICATIONS

3.1 There are no financial implications in this report.

4. PERSONNEL IMPLICATIONS

4.1 There are no current 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 legal 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 associated with this report.

9. EQUALITIES IMPLICATIONS

9.1 An Equality and Human Rights Impact Assessment (EqHRIA) has been completed for the refreshed Performance Framework. The following important measures in relation to protected characteristics have been included in the Measures of Progress that will form the basis of consistent quarterly reporting:

- Domestic Abuse
- Rape
- Child Sexual Abuse
- Hate Crime
- Force / Recruitment / Promotion Profiles

9.2 Other measures remain part of the wider Framework that include assessment of protected characteristics, e.g. stop and search.

9.3 The EqHRIA identified areas for improvement that have been articulated in the mitigation action plan section. These reflect the requirement to invest and improve in our data analytics processes.

9.4   A copy of the Summary of Results from the EqHRIA is provided as an accompanying Appendix.

10.   ENVIRONMENT IMPLICATIONS

10.1   There are no environmental implications associated with this report.

RECOMMENDATION

Members are invited to discuss and endorse the contents of this paper.

Performance Framework 2020/21

POLICE SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE AUTHORITY

Contents

Appendices

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

Performance Framework Approach

The delivery of policing services is diverse and complex. It requires an understanding of community and partner needs coupled with the flexible ability to deliver local and bespoke policing services with the support of regional and national specialist resources when required. Reporting on the many different aspects of policing in a concise, informative and digestible manner is challenging.

Implementing an outcomes focused performance framework provides a consistent focus for both national and local activity. Our outcomes focused planning and performance approach drives alignment across all parts of Police Scotland in terms of strategic planning, operational delivery and performance reporting. Our reporting on performance combines both narrative and evidence which enables us to clearly articulate to the public, communities, and relevant scrutiny bodies, the impact of policing in Scotland.

There are legal aspects to be considered in terms of reporting against the activities set out in this year's Annual Police Plan to inform the Annual Report and Accounts 2020/21; but it is also important to provide informative insight into activity undertaken by Police Scotland that will be of interest to members of the public and partners.

To address this challenge Police Scotland will produce two distinct but complementary reports as part of the Performance Framework for 2020/21.

- **Annual Police Plan Bi-Annual Report**
  - This fully supports the legislative requirement to report on progress of the 117 activities contained within the Annual Police Plan.

- **Quarterly Performance Report**
  - This will support legislative reporting requirements but will 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.

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 activity aligned against all 15 strategic objectives.

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 supporting strategic objectives.
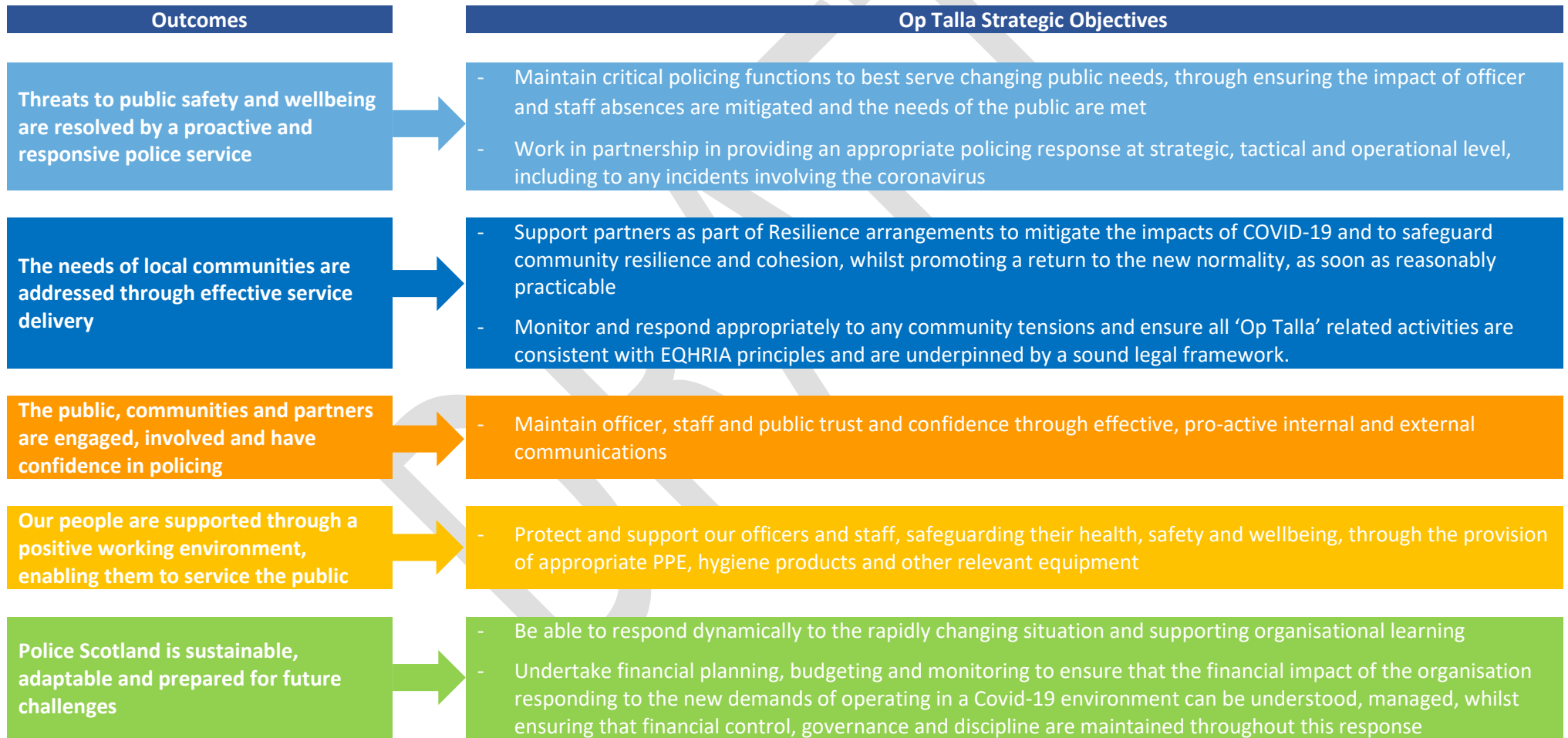
Performance Framework Outcomes and Objectives

The following is a summary of the strategic outcomes and objectives contained within the Annual Police Plan 2020/21.

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 a sound evidence base as to how we are achieving our outcomes.

Operation TALLA – Police Scotland's Response to COVID-19

Police Scotland has implemented a Command Structure to manage the planning and response to the impact of COVID-19. Eight bespoke strategic objectives, aligned to our overarching strategic outcomes, are detailed below. This provides a framework to focus operational activity associated with maintaining critical policing functions, serving changing public needs and supporting our staff to continue to provide a professional and effective service to our communities.

Outcomes	Op Talla Strategic Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	- Maintain critical policing functions to best serve changing public needs, through ensuring the impact of officer and staff absences are mitigated and the needs of the public are met - Work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving the coronavirus
The needs of local communities are addressed through effective service delivery	- Support partners as part of Resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, whilst promoting a return to the new normality, as soon as reasonably practicable - Monitor and respond appropriately to any community tensions and ensure all 'Op Talla' related activities are consistent with EQHRIA principles and are underpinned by a sound legal framework.
The public, communities and partners are engaged, involved and have confidence in policing	- Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications
Our people are supported through a positive working environment, enabling them to service the public	- Protect and support our officers and staff, safeguarding their health, safety and wellbeing, through the provision of appropriate PPE, hygiene products and other relevant equipment
Police Scotland is sustainable, adaptable and prepared for future challenges	- Be able to respond dynamically to the rapidly changing situation and supporting organisational learning - Undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a Covid-19 environment can be understood, managed, whilst ensuring that financial control, governance and discipline are maintained throughout this response

Annual Police Plan - Bi-annual Report

This will provide a progress report on the delivery and progress made against the activities detailed in the Annual Police Plan (APP).

The 117 activities set out in the APP are aligned to the Joint Police Plan and have been agreed as deliverable within the planning assumptions at the beginning of this financial year. This report will monitor planning, delivery, progress and outcomes of these activities and provide a clear indication of likelihood of completion. It will also provide mitigating evidence to explain impediments to progress, if required, as strategic policing plans are often subject to challenges through the delivery phase for a variety of reasons such as:

- Unforeseen operational demands

- Financial restrictions

- Competing demands that require to be balanced

- Alignment with interdependencies

- New legislative requirements

This will draw information from the Quarterly Performance Reports but will also consider the insights and outcomes from other reporting mechanisms to the various Scottish Police Authority Committees and also the internal governance boards and tasking and delivery processes.

This will be a largely narrative based product that will incorporate a visual indicator to highlight the progress made against each activity aligned to the specific strategic objectives contained in the APP.

The following tables provide the list of APP activities with an estimated timescale for delivery set against the relevant Police Scotland portfolio. These timescales are indicative, as unexpected internal or external demand may require these to be re-prioritised.

Key	Operational Activity	Change Activity

Outcome 1 - Threats to public safety and wellbeing are resolved by a proactive and responsive police service			
Objective	**APP Activity**	**Timeframe**	**Portfolio**
Keep people safe in the physical and digital world	1. Plan and deliver a safe and secure COP26 working with international, national and local agencies		
	2. Safely deliver all public events, including those with a high profile and level of public interest		
	3. Understand and review resource allocation in response to UK exit from the European Union ensuring that demand is met locally and nationally		
	4. Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism, pandemic and inclement weather		
	5. Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy		
	6. Maintain and improve our business continuity plans, ensuring a high level of preparedness to respond to disruption		
	7. Develop a Cyber Strategy for policing in Scotland to transform cyber capability and response, while enabling pro-active support to individuals, communities and partners that embeds resilience and aligns to our wider partnership and preventative model		
	8. Deliver policing elements of the Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan		
	9. Complete the roll out of Cyber Kiosks		
	10. Deliver digital knowledge and skills training, including in digital forensics, and recruit people with the right skills, within our specialist Cybercrime Unit and across the service		
	11. Plan, prepare and begin training for the implementation of the Age of Criminal Responsibility (Scotland) Act 2019		
	12. Plan, prepare and begin training for the implementation of the Children (Equal Protection from Assault) (Scotland) Act 2019		
	13. Provide high quality intelligence support to deliver the strategic intelligence requirements and implement a process to measure the effective use of intelligence and analysis in responding to priority crimes and threats		
	14. Improve our response to threats posed from the criminal use of firearms		

Design services jointly to tackle complex public safety and wellbeing challenges	15. Improve and enhance our processes to identify and support individuals at risk of harm		
	16. Design and implement fit for purpose criminal justice processes and services, ensuring preparedness for digital evidence sharing and productions remodelling		
	17. Develop our approach to Cyber Prevention and Education including reviewing links to national intelligence products and trend information to ensure a dynamic approach		
	18. Develop partnership approaches to tackling the harm caused by substance misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol & Drug Treatment strategy		
	19. Further enhance and invest in our approach to partnership, prevention and community wellbeing, working constructively with our partners across the public, private and third sectors to support Scotland's public health approach		
	20. Continue to collaborate effectively with the Scottish Fire and Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy across four key areas – co-location, co-response, shared knowledge and share services		
	21. Continue to actively support and engage in DBI pilot programme		
Support policing through proactive prevention	22. Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse & exploitation, rape and sexual crime, hate crime and human trafficking, including online		
	23. Design, develop, deliver prevention and early intervention approaches to reduce vulnerability with appropriate mechanisms for evaluation and review		
	24. Develop appropriate delivery plans to support the organisational response to violence		
	25. Counter the threat from terrorism through active engagement with communities and working with partners to deliver the four key strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare		
	26. Improve and enhance our processes for managing and supporting those identified as at risk of harm through both crime and non-crime related incidents		
	27. Target our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand		

	28. Deliver policing's contribution to the Justice Strategy for Scotland outcomes focusing on partnership, prevention and community wellbeing, aligned to our ethics/values and the development of a rights-based approach to policing		
	29. Implement innovative approaches to preventing crime and reducing the resulting harm and demand		
	30. Provide Corporate Parenting leadership and training to support front facing officers and enable best practice		
	31. Contribute to the delivery of the Scotland's Road Safety Framework to positively influence driver and road user behaviours and reduce injury on our roads		
	32. Strengthen educational measures with partners and increase the use of diversionary measures to improve driver and road user behaviour, reduce re-offending and enhance road safety		
	33. Deliver a calendar of road safety and road crime campaign activity and initiatives in collaboration with Road Safety Scotland.		
	34. Enhance and develop analytical products to aid effective planning and decision making		
	35. Share information in an appropriate and ethical manner to more effectively co-ordinate our resources with public sector partners to tackle the persistent issues that impact on wellbeing and resilience in Scotland		

Outcome 2 - The needs of local communities are addressed through effective service delivery			
Objective	**APP Activity**	**Timeframe**	**Portfolio**
Understand our communities and deliver the right mix of services to meet their needs	36. Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities		
	37. Engage and work effectively with local public sector leaders to plan, support and deliver effective services to our communities		
	38. Address local priorities through local authority planning and partnership arrangements and deliver the commitments in our local police plans for the public and communities throughout Scotland		
	39. Deliver prevention and early intervention approaches to reduce vulnerability		
	40. Engage and support cultural change in Local Policing		
	41. Empower local divisions to develop, test and deliver innovative and collaborative initiatives to suit local needs		
	42. Embed our engagement standards and principles, built around inclusion and accessibility, across Police Scotland		
	43. Scale up our existing approaches to engagement with children and young people, including development of trauma-informed approaches to engagement		
Support our communities through a blend of local and national expertise	44. Provide specialist operational resources to meet communities needs and protect them from risk and harm		
	45. Increase officer capability to support UK, cross divisional and local needs in order to support our National Mobilisation Agreement, including an increase in public order trained officers		
	46. Complete the roll out of the Contact Assessment Model across all Divisions		
	47. Review and consider recommendations for service delivery improvements to standards of service for victims and witness based on insights		
	48. Work with partners to enhance our understanding of the scale and scope of human trafficking in Scotland and reduce the harm it causes		
	49. Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers & doorstep crime and theft of motor vehicles		
	50. Provide high quality corporate communications services to support policing delivery		

	51. Work collaboratively with the communities we serve, drawing on our shared expertise and experience to improve outcomes		
	52. Continue the implementation of our Local Policing Programme		
Support the changing nature of communities	53. Broaden local engagement using insights gained, alongside operational data, to understand the context of people's experience, public perception and demand		
	54. Use national processes to ensure multi-agency information sharing to protect victims and vulnerable people and target high risk offenders		
	55. Create a new officer safety training package to provide officers with a greater awareness and understanding of those suffering from distress and poor mental health		

Outcome 3 - The public, communities and partners are engaged, involved and have confidence in policing			
Objective	**APP Activity**	**Timeframe**	**Portfolio**
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	56. Engage with the public, SPA, SG and criminal justice partners on new policing approaches, including predictive analytics, in accordance with our rights based approach to policing		
	57. Ensure a strong and consistent ethical oversight in key areas that is open to scrutiny and maintains public trust and confidence		
	58. Use high quality Equality and Human Rights Impact Assessments (EqHRIA) to ensure that policy and practices in policing proactively consider the potential impact on equality and human rights		
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	59. Transform our approaches to public contact and engagement to meet our objectives to: • Create an accessible and seamless public experience, enabled by digital services • Empower our people to manage public contact, harm and vulnerability • Collaborate to tackle public safety and wellbeing challenges using a whole public sector approach • Continue to improve the reach of our public and community engagement activities		
	60. Procure and begin implementation of a new Unified Communications and Contact Platform (UCCP)		
	61. Develop and implement new public contact channels and communication methods		
	62. Create and test meaningful measures for public confidence		
	63. Improve public and stakeholder confidence to enhance reporting (including third party reporting) of crime, especially domestic abuse, sexual crime, hate crime and human trafficking		
	64. Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation		
	65. Maintain openness and transparency in our communications		
	66. Deliver a high standard of care to those in police custody		

Work with local groups and public, third and private sector organisations to support our communities	67. Act on insights gained from public engagement to design our services and address issues that matter to the public and partners		
	68. Deliver a multi-agency approach to the Scottish Government's Mental Health Strategy and reduce related demand		
	69. Build on our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways		
	70. Strengthen and enhance our work with partners through community planning arrangements to share information and develop education, prevention, diversionary and enforcement measures to tackle national and local priorities		
	71. Deliver a multi-agency approach to preventing and tackling wildlife crime		
	72. Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration strategy. We will explore opportunities for collaboration in four core areas: co-location, co-response, shared knowledge and shared services, including fleet		
	73. Contribute to and participate in key stakeholder activities, including the government's Victim's Taskforce, to improve support, information and advice for victims of crime		
	74. Improve the whole system approach to mental health by enhanced engaged with partners and groups including the SG Distress Intervention Group, National Suicide Leadership Group and Health and Justice Collaboration Improvement Board		
	75. Tackle Serious Organised Crime through active engagement with communities and a multi-agency approach to deliver the four key strands of the Scottish Government's Serious Organised Crime strategy – Divert, Deter, Detect and Disrupt		

Outcome 4 - Our people are supported through a positive working environment, enabling them to service the public			
Objective	**APP Activity**	**Timeframe**	**Portfolio**
Prioritise wellbeing and keep our people safe, well equipped and protected	76. Provide officers and staff with the appropriate equipment and technology to work safely		
	77. Complete roll out of mobile devices to local divisions (phase one)		
	78. Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP26		
	79. Ensure we are adaptable in our approach to health and safety, flexible working practices and resource management, learning from experience of emergency planning and response, including the COVID-19 pandemic		
	80. Enhance the wellbeing programme as part of our people strategy, to support a healthy working environment including the delivery of a wellbeing framework		
	81. Continue strategic review of prevention of violence towards officers and staff		
Support our people to be confident leaders, innovative, active contributors and influencers	82. Launch MyCareer and embed competency value frameworks along with leadership pathways		
	83. Develop and implement programmes of work that support individual performance and development		
	84. Effectively engage with our people, acknowledging good work, encouraging innovative thinking and co-creating solutions		
Support our people to identify with and demonstrate Police Scotland values and have a strong sense of belonging	85. Continue to implement all key areas of our People Strategy, refreshing where appropriate		
	86. Effectively engage with, and support, our people through local delivery of people plans		
	87. Ensure effective engagement and communication across the service to support the people impact of change		
	88. Deliver and implement a strategic workforce plan to achieve the right balance of resources and skills		
	89. Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty		
	90. Strengthen the diversity of our workforce by continued positive action initiatives to support people from under-represented groups to consider and begin a career in policing		

Outcome 5 - Police Scotland is sustainable, adaptable and prepared for future challenges			
Objective	**APP Activity**	**Timeframe**	**Portfolio**
Use innovative approaches to accelerate our capacity and capability for effective service delivery	91. Implement improvements to our professional support services and processes to enable policing, including continuation of the Transforming Corporate Support Services Programme		
	92. Develop, design and deliver a strategic roadmap for Police Scotland to enable future organisational design		
	93. Continue to develop our design function and target operating model for policing, including local, national and corporate structures to deliver the best services for people and communities		
	94. Invest in our use of data, digital, analysis and intelligence and the resources to support evidence based policing		
	95. National infrastructure funding – progress the strategic business case to meet the future needs of Policing in Scotland		
	96. Deliver effective financial management and budgetary control to support a sustainable financial direction for policing in Scotland		
	97. Effectively prioritise and develop plans to deliver recurring financial savings across our support services		
	98. Embed a culture of innovation to generate and develop ideas		
	99. Promote equality and diversity initiatives both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty		
	100. Deliver planned tactical projects in Corporate Support Services including process improvement, E-recruitment and ERDM		
	101. Implement and evaluate the Custody Re-modelling programme		
	102. Implement and evaluate the Productions Re-modelling programme		
	103. Launch an International Development Academy at the Scottish Police College, with a programme of study visits		

Commit to making a positive impact through outstanding environmental sustainability	104.Develop and implement an environmental sustainability strategy for Police Scotland, including procurement		
	105.Embed environmental sustainability into the delivery the policing of large scale events, such as COP26		
	106.Continue Small Action, Big Impact campaign including our reduction of single use plastics		
	107.Continue the implementation of the Fleet Strategy including the roll out of ULEV vehicles and associated infrastructure		
	108.Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners		
Support operational policing through the appropriate digital told and delivery of best value	109.Implementation of the Digital, Data and ICT strategy		
	110.Develop integrated national ICT solutions for crime, vulnerable people, productions and warrants, reducing duplication and allowing decommissioning of legacy IT systems		
	111. Utilise real-time telematics data on fleet utilisation, and location		
	112. Implement a new service to enhance analysis, insight and performance information, including demand and productivity to support strategic and resource planning		
	113. Support the Digital Evidence Sharing Capability project within Scottish Government		
	114. Deliver the Emergency Services Mobile Communication Programme to support operational policing		
	115. Deliver robust and effective procurement service, supported by roll out of procure to pay systems		
	116. Continue to enhance our response to external audit / inspection activity		
	117. Enable continued effective management of our internal governance and strategic risks		

Quarterly Performance Report

The structure of the outcomes focused Quarterly Performance Report comprises the following layers:

Layer	Description
Outcomes	Organisational level goals that describe the core aims and purpose of Police Scotland.
Objectives	Organisational level strategic objectives describe where Police Scotland will focus their actions in order to achieve their strategic outcomes. Op Talla strategic objectives outline Police Scotland's approach and focus for coordinating and delivering our planning, delivery and recovery phases for the response to COVID-19.
Performance Questions (PQs)	Aligned to each of our strategic outcomes are a number of performance questions. These are intended to support us to remain outcome focused when assessing progress, with a view to gathering evidence (quantitative and qualitative) to demonstrate delivery of our strategic outcomes and objectives.
Evidence	The evidence to answer the performance questions, comprises the following: - Measures of Progress Towards Strategic Outcomes - Management Information (MI) - Survey findings - External data - Academic research - Case studies - Benchmarking
Annual Police Plan (APP) Activity	Our APP details 117 activities that aim to support and improve operational delivery. Each activity is aligned to an objective and overarching outcome. Insight into a selection of APP activities will complement our performance reporting to further evidence progress towards our outcomes.

Reporting on our strategic objectives

Our Annual Police Plan (APP) aligns activities to our 15 strategic objectives. Experience has shown that when reporting on our performance it is not always possible to restrict our reporting to just one objective due to the diverse nature of policing activity. In 2020/21 we will therefore take a more holistic approach to our performance reporting, acknowledging that in some areas we are contributing to more than one objective. As part of our strategic planning and performance framework, the Annual Police Plan Bi-annual report will focus on the delivery of the activities aligned specifically to our objectives within our APP.

Operation TALLA

Op Talla, Police Scotland's response to the global pandemic, has eight strategic objectives. Each of the strategic objectives have been aligned to our strategic outcomes and reporting on them will feature throughout our quarterly reports in 2020/21.

Measures of Progress towards Strategic Outcomes

To provide structured and strategic oversight of operational and organisational activity, a selection of high level management information (MI) (from the existing set of 150 MI) will be identified for each strategic outcome. These will be selected through collaboration with the Scottish Police Authority and are expected to remain consistent for 2020/21, but will remain subject to review to provide the necessary flexibility. This selected group of MI is intended to provide the basis for consistent reporting in every quarter that will measure our progress towards each of the strategic outcomes. These will be supplemented by additional information based on exception reporting of MI that is of significant statistical significance.

Evidence - Insights

We have a number of insights available to us throughout 2020/21, a selection is outlined below:

- Scottish Crime and Justice Survey (SCJS) (Scottish Government) – 2018/19 findings are scheduled to be published in June 2020.

- Your Police Survey (Police Scotland) – a continuous survey with both quantitative and qualitative data.

- Youth Engagement Survey (Police Scotland) – a survey which collated views on young people's feeling of safety.

- Survey on Police Scotland Football Engagement Strategy (Police Scotland) – a survey on how well we police football matches and engage communities on the approaches to football policing.

- User Experience Survey (Police Scotland) – a telephone based interview involving 1200 people every month, who have contacted the police.

- Academic research – our research tracker shows what research has taken place with Police Scotland.

- Mental Health, Understanding Demand Survey (Police Scotland)

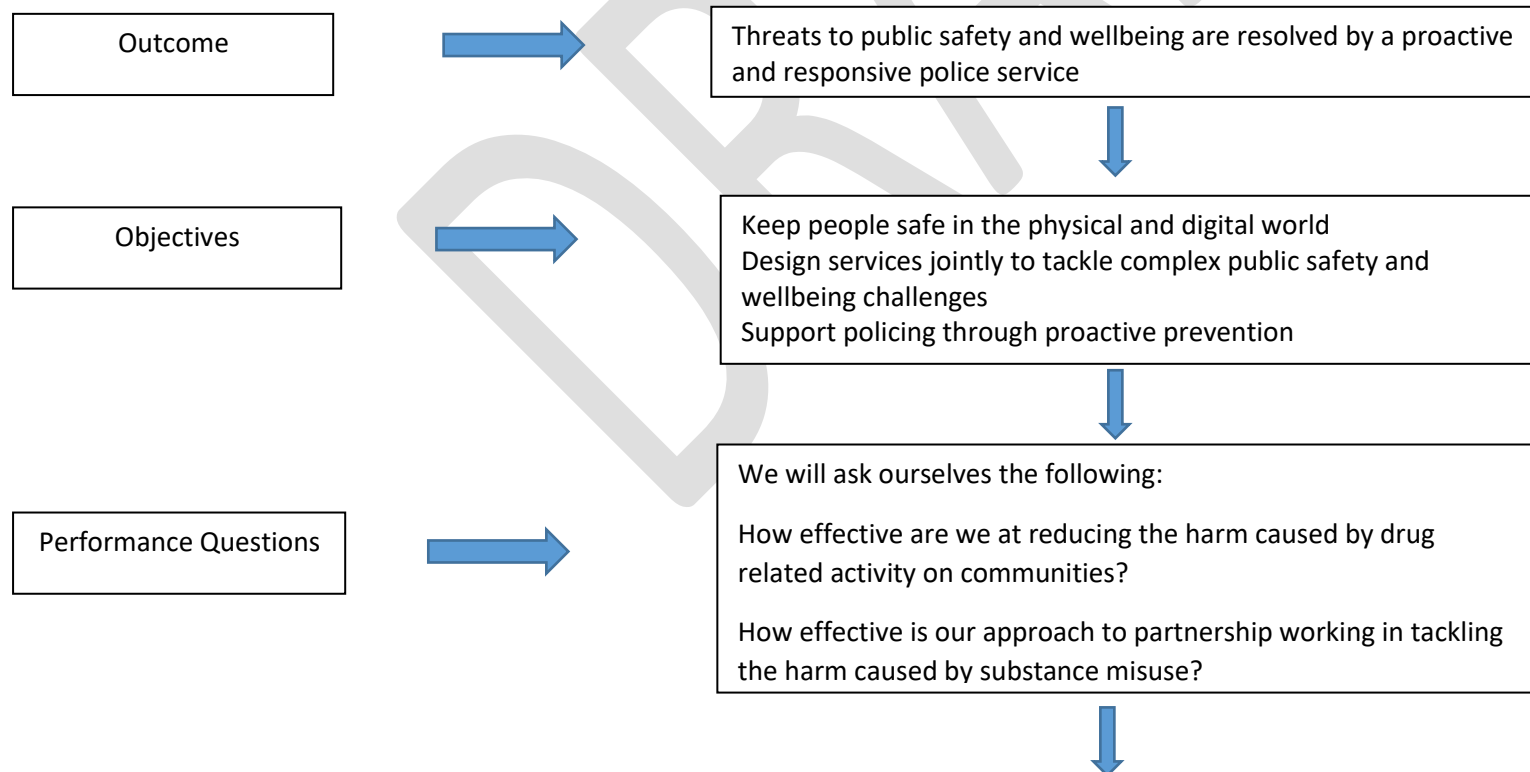- Police Officer Abstraction Survey (Police Scotland)

More details of available insights are outlined throughout this document and aligned to the appropriate strategic outcome.
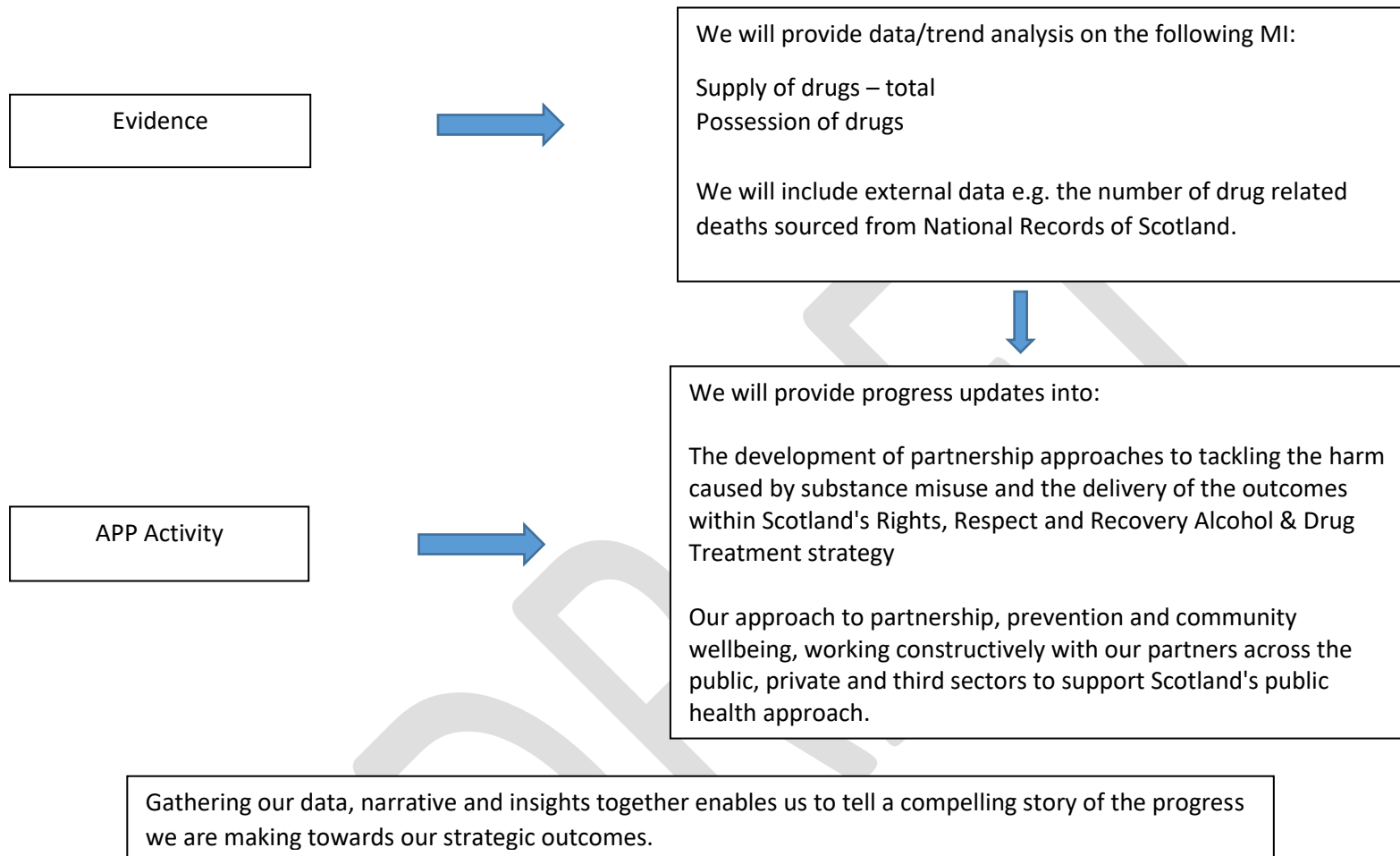
Benchmarking

Police Scotland in collaboration with the Scottish Police Authority (SPA) are establishing a Benchmarking Corporate Group. Whilst this work is in the early stages of development, any updates on benchmarking progress will be reported on in our quarterly performance reports.

Outline of Approach

The following diagram demonstrates how the Quarterly Performance Report works in practice. This example illustrates how we would report on the impact of the work our officers and staff undertake to tackle issues surrounding drugs supply / drugs harm.

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

↓

Objectives	→	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

↓

Performance Questions	→	We will ask ourselves the following: How effective are we at reducing the harm caused by drug related activity on communities? How effective is our approach to partnership working in tackling the harm caused by substance misuse?

↓

| Evidence | → | We will provide data/trend analysis on the following MI:

Supply of drugs – total
Possession of drugs

We will include external data e.g. the number of drug related deaths sourced from National Records of Scotland. |

↓

| APP Activity | → | We will provide progress updates into:

The development of partnership approaches to tackling the harm caused by substance misuse and the delivery of the outcomes within Scotland's Rights, Respect and Recovery Alcohol & Drug Treatment strategy

Our approach to partnership, prevention and community wellbeing, working constructively with our partners across the public, private and third sectors to support Scotland's public health approach. |

Gathering our data, narrative and insights together enables us to tell a compelling story of the progress we are making towards our strategic outcomes.

The following sections provide detail on the management information (MI) that will be aligned to each strategic outcome. Notably, the operational priorities identified through Police Scotland's strategic assessment process have been incorporated into Outcomes 1 and 2. Each section provides detail on additional insight that will be provided during the reporting year. Selected APP activity has also been identified that will support the balance of quantitative and qualitative information to provide a compelling and insightful narrative. A summary of all MI used in the Framework is provided in the appendix.

Strategic outcome

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

Police Scotland's 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

OP TALLA strategic objectives are to:-
- Maintain critical policing functions to best serve changing public needs, through ensuring the impact of officer and staff absences are mitigated and the needs of the public are met
- Work in partnership in providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving the coronavirus.

To protect people effectively, Police Scotland will evolve, sharpening its focus on keeping people safe from harm, whilst embracing 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.

Performance Questions (PQs) and Management Information (MI)

Drugs Supply / Drugs Harm	PQ	- How effective is Police Scotland at reducing the harm caused by drug related activity on communities? - How effective is Police Scotland's approach to partnership working in tackling the harm caused by substance misuse?
	MI	- Supply of drugs (Total) – number of crimes and detection rate - Possession of drugs – number of crimes and detection rate

Serious violence / homicide	**PQ**	- To what extent is Police Scotland tackling serious violent crime? - How effective is Police Scotland at detecting crime? - To what extent is Police Scotland's local prevention approach reducing harm and demand? - How effective is Police Scotland's partnership working in preventing people from re-offending?
	MI	- Overall violent crime – number of crimes and detection rate - Group 1 crime – number of crimes and detection rate - Group 1 crime excl. DASA crimes – number of crimes and detection rate - Murder – number of crimes and detection rate - Attempted murder – number of crimes and detection rate - Serious assault – number of crimes and detection rate - Robbery – number of crimes and detection rate - Total offensive / bladed weapons – number of crimes and detection rate - Common assault – number of crimes and detection rate
Child Sexual Abuse	**PQ**	- How does Police Scotland support at risk children from abuse? - What impact does Police Scotland's pro-active identification of at risk children have?

	MI	- Child Sexual Abuse
		   o Cause to be Present Sex Act/To Look at Sex Image - M&F (< 13) – number of crimes and detection rate
		   o Communicate Indecently/Cause see/hear Indec Comm - M&F (< 13) – number of crimes and detection rate
		   o Cause to be Pres Sex Act/Look at Sex Image - M&F (13-15)(Cons) – number of crimes and detection rate
		   o Communicate Indecently/Cause see/hear Indec Comm - M&F (13-15)(Cons) – number of crimes and detection rate
		   o Grooming of children for the purposes of sexual offences – number of crimes and detection rate
		   o Taking, distribution, possession etc. of indecent photos of children (from Apr 2011) – number of crimes and detection rate

Human Trafficking	**PQ**	- How well does Police Scotland support people and prevent them from becoming victims of human trafficking? - What impact does Police Scotland's preventative action on human trafficking have?
	MI	- Number of NRMs (National Referral Mechanism)

		- Number of human trafficking incidents (code 17s) - Number of immigration incidents (code 77s)
Rape	**PQ**	- How does Police Scotland support victims of rape?
	MI	- Rape – number of crimes and detection rate (incl. recent/non recent breakdown) - Proportion of rape non-recent - Group 2 crime – number of crimes and detection rate (incl. recent/non-recent breakdown) - Proportion of group 2 crime non-recent
Counter Terrorism	**PQ**	- What impact is CONTEST strategy activity having on public and community wellbeing?
Adult Protection	**PQ**	- How does Police Scotland support adults at risk from abuse? - What impact does Police Scotland's pro-active identification of at risk adults have?
Serious Organised Crime	**PQ**	- How does Police Scotland support Scotland's Serious and Organised Crime Strategy?
	MI	- Number of Serious Organised Crime Group (SOCG) nominal arrests - Value of Proceeds of Crime Act (POCA) seizures - Number of groups on SOCG map - Number of county lines groups - County lines origin areas - County lines impact areas
Domestic Abuse	**PQ**	- How does Police Scotland support victims of domestic abuse? - What interventions are being tried regarding repeat victimisation reduction and are they effective?
	MI	- Domestic abuse – number of crimes and detection rate - Domestic abuse – number of incidents - Proportion of domestic abuse incidents resulting in a crime report - Percentage of domestic abuse initial bail checks that are conducted within 24 hours - Domestic Abuse Scotland Act (DASA) – number of crimes - Domestic abuse (of female) – number of crimes - Domestic abuse (of male) – number of crimes

		- Offences of stalking – number of crimes and detection rate
		- Number of stalking and harassment incidents
Missing Persons	PQ	- How effective is Police Scotland's work to reduce the number of repeat missing persons?
	MI	- Number of missing persons investigations
		- Percentage of missing persons traced alive
		- Percentage of missing persons traced deceased
		- Percentage of missing persons missing from home address
		- Percentage of missing persons missing from children's home
		- Percentage of missing persons that are children
		- Percentage of missing persons by type (wanted/absconder/looked after adult)
Management of Registered Sex Offenders	PQ	- How is Police Scotland working with others to prevent RSOs from re-offending?
		- How does Police Scotland ensure sufficiently trained staff are available to maintain 1:25 manager to RSO ratios?
	MI	- Number of registered sex offenders (RSOs)
		- Number of registered sex offenders (RSOs) who reoffend
		- Number of offences committed
		- Number of sexual offences committed
		- Number of RSOs who reoffend with a sexual offence
		- Divisional compliance with 1:25 Offender Manager to RSO ratio
Public order / Safety	PQ	- To what extent is Police Scotland supporting communities to deal with public order / safety threats?
		- How does Police Scotland ensure that it has the appropriate resources to deal with public safety threats?
	MI	- Proportion of public order trained officers
		- Number of public order / VPD (Violent Deranged Person) deployments
		- Number of football duties deployments
Road Casualties	PQ	- How effective is Police Scotland's activity to improve road safety in Scotland?
	MI	- People killed
		- People seriously injured

		-	Children (aged <16) killed
		-	Children (aged <16) seriously injured
		-	People slightly injured
		-	Drink, Drug driving offences incl. Failure to provide a specimen
Cyber Crime	PQ	-	Has Police Scotland's understanding of the threat from cybercrime improved, and is this improvement making a difference to the Policing response?
Stop and Search	PQ	-	How does Police Scotland demonstrate the legal and proportionate use of stop and search?
	MI	-	Number of stop and searches
		-	Proportion of stop and searches that are positive
		-	Percentage of stop and searches of under 18s
		-	Stop and search compliance rate (%)

Evidence – Insights

The table below outlines insights that are aligned to this outcome:

- Your Police survey (Police Scotland) is a continuous survey with quantitative and qualitative data on how safe people feel in their area and the concerns they have about their safety or threats to safety.   - Our young people's survey which was live for 5 months (August-December) in 2019 collected views on young people's feeling of safety.   - Survey of football supporters and communities hosting matches (over 7,000 respondents) carried out last year to gauge how well we police football matches and engage communities on approaches to football policing.   - The Scottish Crime and Justice Survey (Scottish Government), is undertaken every two years and asks the public about their feelings of safety and the effectiveness of the police in responding to serious crime. New questions will be in the next survey to gauge public perception with the way police manage large public events in their area.

Additionally, during each quarterly performance reporting cycle we will source insights through benchmarking / surveys / partnership data / research and case studies, where available, to further evidence progress towards our outcomes.

Annual Police Plan Activity

The table below outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2020/21:

- Ensure a high state of preparedness to mitigate and respond to major incidents, terrorism, pandemic and inclement weather.
- Disrupt and prevent serious organised crime activity to support delivery of the outcomes in the Serious Organised Crime Strategy.
- Develop a Cyber Strategy for policing in Scotland to transform cyber capability and response, while enabling pro-active support to individuals, communities and partners that embeds resilience and aligns to our wider partnership and preventative model.
- Deliver policing elements of the Scottish Government's Cyber Resilience Strategy and Public Sector Action Plan.
- Complete the roll out of Cyber Kiosks.
- Deliver digital knowledge and skills training, including in digital forensics, and recruit people with the right skills, within our specialist Cybercrime Unit and across the service.
- Develop our approach to Cyber Prevention and Education including reviewing links to national intelligence products and trend information to ensure a dynamic approach.
- Improve and enhance our processes to identify and support individuals at risk of harm.

- Develop partnership approaches to tackling the harm caused by substance misuse and deliver the outcomes within Scotland's Rights, Respect and Recovery Alcohol & Drug Treatment strategy.
- Further enhance and invest in our approach to partnership, prevention and community wellbeing, working constructively with our partners across the public, private and third sectors to support Scotland's public health approach.
- Protect people considered vulnerable and prevent all forms of abuse, neglect and exploitation including domestic abuse, child sexual abuse & exploitation, rape and sexual crime, hate crime and human trafficking, including online.
- Design, develop, deliver prevention and early intervention approaches to reduce vulnerability with appropriate mechanisms for evaluation and review.
- Develop appropriate delivery plans to support the organisational response to violence.
- Counter the threat from terrorism through active engagement with communities and working with partners to deliver the four key strands of the CONTEST strategy – Pursue, Prevent, Protect and Prepare.
- Target our resources to reduce re-offending and effectively manage offenders who pose a serious risk to reduce harm and demand.
- Contribute to the delivery of the Scotland's Road Safety Framework to positively influence driver and road user behaviours and reduce injury on our roads.
- Strengthen educational measures with partners and increase the use of diversionary measures to improve driver and road user behaviour, reduce re-offending and enhance road safety.
- Deliver a calendar of road safety and road crime campaign activity and initiatives in collaboration with Road Safety Scotland.

Strategic outcome

The needs of local communities are addressed through effective service delivery

Police Scotland's 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

OP TALLA strategic objectives are to:-
- Support partners as part of Resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, whilst promoting a return to the new normality, as soon as reasonably practicable
- Monitor and respond appropriately to any community tensions and ensure all 'Op Talla' related activities are consistent with EQHRIA principles and are underpinned by a sound legal framework.

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.

Performance Questions (PQs) and Management Information (MI)

	PQ	- How does Police Scotland ensure that contact through 999/101 is managed effectively?
Call Handling	**MI**	- Number of 999 / 101 calls - Average call answer time for 999 / 101 calls - Number of 999/101 that do not result in an incident/crime - Level of complaints received relative to C3s handling of 999/101 calls - Number and % of incidents by response type - % of incidents requiring police response
Access to Specialist	**PQ**	- To what extent has Police Scotland developed the appropriate crime and specialist support for policing and how does it maintain them effectively?

Services		- How do specialist resources meet community needs and protect the community from risk and harm?
	MI	- Number of requests for specialist services granted, by type - Number of requests for specialist services denied, by type - Proportion of officers trained in specialist support roles, by type - Number of MIT (Major Investigations Team) deployments
Addressing Local Issues	**PQ**	- How effective is Police Scotland's local partnership working? - How effective is Police Scotland at addressing local issues?
	MI	- Total number of incidents by category - Group 3 crime – number of crimes and detection rate - Number of antisocial behaviour incidents reported by the public - Number of complaints regarding disorder - Wildlife crime – number of crimes and detection rate
Fraud	**PQ**	- How effective is Police Scotland's approach to tackling fraud?
	MI	- Fraud – number of crimes and detection rate
Hate Crime	**PQ**	- How does Police Scotland support victims of hate crime? - What interventions are being tried regarding repeat victimisation reduction and are they effective?
	MI	- Hate crime – number of crimes and detection rate - Hate incidents – number of incidents
Criminal Justice	**PQ**	- How does Police Scotland ensure that its criminal justice processes and services are fit for purpose? - How efficient is Police Scotland's custody management?
	MI	- Number of Recorded Police Warnings Issued - Number of ASB Fixed Penalties Issued - Number of arrested persons - Number of arrested persons held for court - Number of arrested persons released on an undertaking - Number of persons released on investigative liberation

		-	Number of persons released without charge
		-	Number of people in custody seen by NHS partners co-located in custody centres
		-	Percentage of people in custody referred to hospital
		-	Number of persons arrested with alcohol addiction
		-	Number of persons arrested with drug addiction issues
		-	Number of arrested persons referred to partners
		-	Number of under 16s arrested and brought into police custody
		-	Number of under 16s children held for court

Evidence – Insights

The table below outlines insights that are aligned to this outcome:

- Your Police survey is a continuous survey with quantitative and qualitative data on how safe people feel in their area and what they need and expect from their local police service, including priorities for action.
- The User Experience Survey is a telephone based interview involving 1200 people every month, who have contacted the police. The data collected includes satisfaction with overall police service, how they felt treated by call operators and the attending officers, if we met their needs and provided the appropriate response (relevant to measuring impact of CAM), and what could be better to meet their needs. The survey data is used by C3 and local divisions.
- Police Scotland's consultation hub (citizen space) includes service specific surveys and consultations with different communities – completed, live and planned activities are listed along with the audiences reached, key findings and actions taken.

Additionally, during each quarterly performance reporting cycle we will source insights through benchmarking / surveys / partnership data / research and case studies, where available, to further evidence progress towards our outcomes.

Annual Police Plan Activity

The table below outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2020/21:

- Complete the roll out of the Contact Assessment Model across all Divisions.
- Provide specialist operational resources to meet communities needs and protect them from risk and harm.
- Implement local policing approaches, aligned to demand, reflecting the differing needs of rural, remote, island and urban communities.
- Address local priorities through local authority planning and partnership arrangements and deliver the commitments in our local police plans for the public and communities throughout Scotland.
- Effectively tackle acquisitive crimes that impact on local communities including housebreaking, bogus workers & doorstep crime and theft of motor vehicles.
- Work collaboratively with the communities we serve, drawing on our shared expertise and experience to improve outcomes.
- Design and implement fit for purpose criminal justice processes and services, ensuring preparedness for digital evidence sharing and productions remodelling.

Strategic outcome

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

Police Scotland's 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

OP TALLA strategic objectives are to:-
- Maintain officer, staff and public trust and confidence through effective, pro-active internal and external communications.

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. 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.

Performance Questions (PQs) and Management Information (MI)

Public Trust	**PQ**	- Are Police Scotland resolving complaints efficiently and fairly?
	MI	- Complaints from members of the public (by category)
		- Total number of allegations from members of the public
		- % of closed allegations which were upheld
		- Number of PIRC Complaint Handling Reviews (CHRs)
		- Number of allegations considered by PIRC CHRs
		- % of these allegations assessed as handled to a reasonable standard

Public Contact and Engagement	**PQ**	- To what extent is Police Scotland improving reach with its variety of engagement initiatives? - What groups are being specifically targeted to improve reach, and how effective are these efforts? - How is Police Scotland improving public contact access to its services? - How well is Police Scotland using insights and feedback to shape and improve its services? - How is Police Scotland improving relationships between young people and the police?
	MI	- Volume of contributions to Citizen Space hub - Participation rates (per population) via the Police Scotland Consultation Hub (Citizen Space), by division - Number of participants in community engagement initiatives per population, by division
Partnerships	**PQ**	- How effective is Police Scotland's collaboration with partners to deliver shared priorities?

Evidence – Insights

The table below outlines insights that are aligned to this outcome:

- Our public contact and engagement strategy describes how Police Scotland will develop contact and engagement to enable public contact relevant to different communities and places across Scotland.
- Your Police survey measures public confidence and engagement with police.
- User Experience Survey measures public confidence in police service, engagement with police staff and officers, and if we provided an accessible and relevant service.
- Young people's survey provides insights into young people's confidence in policing and attitudes to and requirements for engaging with police.
- Football survey provides data on public requirements for engaging with police at football matches.
- Scottish Crime and Justice Survey measures public confidence in police at a national level and effectiveness of police engagement.
- Police Scotland's consultation hub (citizen space) includes service specific surveys and consultations with different communities – completed, live and planned activities are listed along with the audiences reached, key findings and actions taken.
- Academic research insights can be provided – we have a research tracker showing what research has taken place with Police Scotland which can be used for each performance reporting cycle.

Additionally, during each quarterly performance reporting cycle we will source insights through benchmarking / surveys / partnership data / research and case studies, where available, to further evidence progress towards our outcomes.

Annual Police Plan Activity

The table below outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2020/21:

- Ensure a strong and consistent ethical oversight in key areas that is open to scrutiny and maintains public trust and confidence.
- Create and test meaningful measures for public confidence.
- Transform our approaches to public contact and engagement to meet our objectives to:
  - Create an accessible and seamless public experience, enabled by digital services
  - Empower our people to manage public contact, harm and vulnerability
  - Collaborate to tackle public safety and wellbeing challenges using a whole public sector approach
  - Continue to improve the reach of our public and community engagement activities
- Develop and implement new public contact channels and communication methods.
- Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation.
- Act on insights gained from public engagement to design our services and address issues that matter to the public and partners.
- Strengthen and enhance our work with partners through community planning arrangements to share information and develop education, prevention, diversionary and enforcement measures to tackle national and local priorities.

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Strategic outcome

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

Police Scotland's 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

OP TALLA strategic objectives are to:-
- Protect and support our officers and staff, safeguarding their health, safety and wellbeing, through the provision of appropriate PPE, hygiene products and other relevant equipment

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Officer and staff safety and wellbeing are at the heart of Police Scotland's commitments. The challenges for policing have never been greater. Although much of crime is evolving in line with wider societal change, other aspects remain the same, but with increased scrutiny and pressure. We will create the right 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.

Performance Questions (PQs) and Management Information (MI)

Welfare and wellbeing of our people	**PQ**	- How well does Police Scotland manage staff and officer absence rates? - How effective is Police Scotland in promoting the health and safety of its people? - What corrective action does Police Scotland take to reduce grievances? - To what extent has Police Scotland created a positive workforce?
	MI	- Number of Police Officers (FTE)/Police Staff (FTE) on short term sick leave - Number of Police Officers (FTE)/Police Staff (FTE) on long term sick leave - Number of Police Officers (FTE)/Police Staff (FTE) absent through psychological illness and stress related conditions - % of Police Officers (headcount) on recuperative and adjusted/restricted duties by gender - Number of occupational health referrals - Number of TRiM referrals - Number of Employee Assistance Programme (EAP) referrals

		- Number of RIDDOR incidents - Common assault of emergency workers (Police Officer/Police Staff) – number of offences - % of assaults leading to injury - Number of rest days cancelled - Staff/Officer turnover rate - Number of grievances (staff and officers) - Percentage of grievances that lead to conduct assessment or disciplinary action
Workforce development	**PQ**	- What progress has Police Scotland made in implementing its strategic workforce plan? - How effective is Police Scotland's workforce development?
	MI	- Probationer ratio of police officer workforce - Percentage of probationers who complete initial training - Number of training days delivered to Police Officers/Police Staff - Demographic of leadership courses attendees - Number of Special Constables - Number of hours worked by Special Constables
Workforce demographic	**PQ**	- To what extent has Police Scotland developed and promoted best practice in its delivery of Equality Outcomes? - To what extent is Police Scotland representative of communities?
	MI	- Force profile – sex, race, disability, sexual orientation, age - Promotion profile – sex, race, disability, sexual orientation, age - Recruitment profile – sex, race, disability, sexual orientation, age

Evidence – Insights

The table below outlines insights that are aligned to this outcome:

- Academic research (Professor Duxbury) into frontline wellbeing – survey data now available.
- Qualitative insights from a series of focus groups (October-March) across divisions with the operational frontline and supervisors on how we manage their health and safety.
- Qualitative insights from a series of focus groups and a large survey on colleague requirements around fleet (summer 2019).
- Qualitative insights from a series of focus groups with colleagues on their experience of and requirements for implementing CAM (summer 2019).
- Police Scotland's citizen space includes divisional colleague surveys on themes including leadership, wellbeing and requirements.

Additionally, during each quarterly performance reporting cycle we will source insights through benchmarking / surveys / partnership data / research and case studies, where available, to further evidence progress towards our outcomes.

Annual Police Plan Activity

The table below outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2020/21:

- Provide officers and staff with the appropriate equipment and technology to work safely.
- Complete roll out of mobile devices to local divisions (phase one).
- Ensure we are adaptable in our approach to health and safety, flexible working practices and resource management, learning from experience of emergency planning and response, including the COVID-19 pandemic.
- Enhance the wellbeing programme as part of our people strategy, to support a healthy working environment including the delivery of a wellbeing framework.
- Continue strategic review of prevention of violence towards officers and staff.
- Continue to implement all key areas of our People Strategy, refreshing where appropriate.
- Launch MyCareer and embed competency value frameworks along with leadership pathways.
- Develop and implement programmes of work that support individual performance and development.
- Ensure effective engagement and communication across the service to support the people impact of change.
- Deliver and implement a strategic workforce plan to achieve the right balance of resources and skills.
- Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty.
- Strengthen the diversity of our workforce by continued positive action initiatives to support people from under-represented groups to consider and begin a career in policing.

Strategic outcome

Police Scotland is sustainable, adaptable and prepared for future challenges

Police Scotland's 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

OP TALLA objectives are to:-
- Be able to respond dynamically to the rapidly changing situation and supporting organisational learning

- To undertake financial planning, budgeting and monitoring to ensure that the financial impact of the organisation responding to the new demands of operating in a Covid-19 environment can be understood, managed, whilst ensuring that financial control, governance and discipline are maintained throughout this response

Ongoing political, economic and societal changes require the police service to adapt and respond to future challenges and 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.

Performance Questions (PQs) and Management Information (MI)

Financial sustainability	**PQ**	- How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?
	MI	- % capital and reform funding available in year to meet our change/transformation plans - Funding available to meet projected asset replacement programme needs
Fleet / Estates	**PQ**	- How is Police Scotland creating "fit for future" property assets that will support and enable operational policing? - How does Police Scotland optimise the use of its Fleet? - What progress is Police Scotland making in the delivery of its Fleet and Estates strategies?
	MI	- Size of fleet

		- Average age of Fleet
		- % of vehicle availability against size of Fleet
		- % of the Fleet that is ULEV
		- % footprint of the Estate which is co-located/shared with our partners
		- % footprint of the Estate that is in "good" or "better" condition
		- Total carbon emissions per m2 of our Estate
		- Reduction in Co2 emissions
Technology	**PQ**	- What progress is Police Scotland making in the delivery of its DDICT strategy?
		- How can Police Scotland evidence commitment to investment in technology modernisation?
	MI	- Proportion of Police Scotland's budget committed to technology transformation
Benefits Realisation	**PQ**	- How is Police Scotland's Change Portfolio improving service delivery?
	MI	- Cashable benefits (planned/forecast/delivered)
		- Non-cashable officer efficiencies (planned/forecast/delivered)
		- Non-cashable staff efficiencies (planned/forecast/delivered)

Annual Police Plan Activity

The table below outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2020/21:

- Deliver effective financial management and budgetary control to support a sustainable financial direction for policing in Scotland. - Effectively prioritise and develop plans to deliver recurring financial savings across our support services. - Continue the implementation of the Fleet Strategy including the roll out of ULEV vehicles and associated infrastructure. - Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners. - Utilise real-time telematics data on fleet utilisation, and location. - Invest in our use of data, digital, analysis and intelligence and the resources to support evidence based policing. - Implementation of the Digital, Data and ICT strategy.

Appendix A

Summary of Management Information

Threats to public safety and wellbeing are resolved by a proactive and responsive police service	
Index	
1	Supply of drugs (total) – number of crimes and detection rate
2	Possession of drugs – number of crimes and detection rate
3	Overall violent crime – number of crimes and detection rate
4	Group 1 crime – number of crimes and detection rate
5	Group 1 crime excl. DASA crimes – number of crimes and detection rate
6	Murder – number of crimes and detection rate
7	Attempted murder – number of crimes and detection rate
8	Serious assault – number of crimes and detection rate
9	Robbery – number of crimes and detection rate
10	Common assault – number of crimes and detection rate
11	Total offensive / bladed weapons – number of crimes and detection rate
12	Cause to be Present Sex Act/To Look at Sex Image -M&F (< 13) – number of crimes and detection rate
13	Communicate Indecently/Cause see/hear Indec Comm -M&F (< 13) – number of crimes and detection
14	Cause to be Pres Sex Act/Look at Sex Image-M&F(13-15)(Cons) – number of crimes and detection rate
15	Communicate Indecently/Cause see/hear Indec Comm-M&F(13-15)(Cons) – number of crimes and detection rate
16	Grooming of children for the purposes of sexual offences – number of crimes and detection rate
17	Taking, distribution, possession etc. of indecent photos of children (from Apr 2011) – number of crimes and detection rate
18	Number of NRMs (National Referral Mechanism)
19	Number of human trafficking incidents (code 17s)
20	Number of immigration incidents (code 77s)
21	Rape – number of crimes and detection rate (incl. recent/non recent breakdown)
22	Proportion of rape non-recent
23	Group 2 crime – number of crimes and detection rate (incl. recent/non-recent breakdown)
24	Proportion of group 2 crime non-recent
25	Number of Serious Organised Crime Group (SOCG) nominal arrests
26	Value of Proceeds of Crime Act (POCA) seizures

27	Number of groups on SOCG map
28	Number of county lines groups
29	County lines origin areas
30	County lines impact areas
31	Domestic abuse – number of crimes and detection rate
32	Domestic abuse – number of incidents
33	Proportion of domestic abuse incidents resulting in a crime report
34	Percentage of domestic abuse initial bail checks that are conducted within 24 hours
35	Domestic Abuse Scotland Act (DASA) – number of crimes
36	Domestic abuse (of female) – number of crimes
37	Domestic abuse (of male) – number of crimes
38	Offences of stalking – number of crimes and detection rate
39	Number of stalking and harassment incidents
40	Number of missing persons investigations
41	Percentage of missing persons traced alive
42	Percentage of missing persons traced deceased
43	Percentage of missing persons missing from home address
44	Percentage of missing persons missing from children's home
45	Percentage of missing persons that are children
46	Percentage of missing persons by type (wanted/absconder/looked after adult)
47	Number of registered sex offenders (RSOs)
48	Number of registered sex offenders (RSOs) who reoffend
49	Number of offences committed
50	Number of sexual offences committed
51	Number of RSOs who reoffend with a sexual offence
52	Divisional compliance with 1:25 Offender Manager to RSO ratio
53	Proportion of public order trained officers
54	Number of public order / VPD (Violent Deranged Person) deployments
55	Number of football duties deployments
56	People killed
57	People seriously injured
58	Children (aged <16) Killed
59	Children (aged <16) Seriously Injured

60	People slightly injured
61	Drink, Drug driving offences incl. Failure to provide a specimen
62	Number stop and searches
63	Proportion of stop and searches that are positive
64	Percentage of stop and searches of under 18's
65	Stop and search compliance rate (%)

The needs of local communities are addressed through effective service delivery	
66	Number of 999 / 101 calls
67	Average call answer time for 999 / 101 calls
68	Number of 999/101 that do not result in an incident/crime
69	Level of complaints received relative to C3s handling of 999/101 calls
70	Number and % of incidents by response type
71	% of incidents requiring police response
72	Number of requests for specialist services granted, by type
73	Number of requests for specialist services denied, by type
74	Proportion of officers trained in specialist support roles, by type
75	Number of Major Investigation Team (MIT) deployments
76	Total number of incidents by category
77	Group 3 crime – number of crimes and detection rate
78	Fraud – number of crimes and detection rate
79	Number of antisocial behaviour incidents reported by the public
80	Number of complaints regarding disorder
81	Wildlife crime – number of crimes and detection rate
82	Hate crime – number of crimes and detection rate
83	Number of hate incidents
84	Number of Recorded Police Warnings Issued
85	Number of ASB Fixed Penalties Issued
86	Number of arrested persons
87	Number of arrested persons held for court
88	Number of arrested persons released on an undertaking
89	Number of persons released on investigative liberation
90	Number of persons released without charge
91	Number of people in custody seen by NHS partners co-located in custody centres
92	Percentage of people in custody referred to hospital
93	Number of persons arrested with alcohol addiction
94	Number of persons arrested with drug addiction issues
95	Number of arrested persons referred to partners
96	Number of under 16s arrested and brought into police custody

97	Number of under 16s children held for court

The public, communities and partners are engaged, involved and have confidence in policing	
98	% of respondents that agree or strongly agree they have confidence in local policing
99	% of respondents who feel either "very safe" or "fairly safe" in their area
100	% of respondents that agree or strongly agree that the police listen to concerns of local people
101	% callers saying it was easy or very easy to contact the police
102	% callers satisfied or very satisfied with initial contact method
103	% callers feeling that the police provided the appropriate response
104	% callers feeling satisfied with the way they were treated by the officers who attended the incident
105	% callers feeling they were adequately informed about the progress made (where applicable)
106	Complaints from members of the public (by category)
107	Total number of allegations from members of the public
108	% of closed allegations which were upheld
109	Number of PIRC Complaint Handling Reviews (CHRs)
110	Number of allegations considered by PIRC CHRs
111	% of these allegations assessed as handled to a reasonable standard
112	Volume of contributions to Citizen Space hub
113	Participation rates (per population) via the Police Scotland Consultation Hub (Citizen Space), by division
114	Number of participants in community engagement initiatives per population, by division

	Our people are supported through a positive working environment, enabling them to service the public
115	Number of Police Officers (FTE)/Police Staff (FTE) on short term sick leave
116	Number of Police Officers (FTE)/Police Staff (FTE) on long term sick leave
117	Number of Police Officers (FTE)/Police Staff (FTE) absent through psychological illness and stress related conditions
118	% of Police Officers (headcount) on recuperative and adjusted/restricted duties by gender
119	Number of occupational health referrals
120	Number of TRiM referrals
121	Number of Employee Assistance Programme (EAP) referrals
122	Number of RIDDOR incidents
123	Common assault of emergency workers (Police Officer/Police Staff) - number of offences
124	% of assaults leading to injury
125	Number of rest days cancelled
126	Staff/Officer turnover rate
127	Number of grievances (staff and officers)
128	Percentage of grievances that lead to conduct assessment or disciplinary action
129	Probationer ratio of police officer workforce
130	Percentage of probationers who complete initial training
131	Number of training days delivered police officer/staff
132	Demographic of leadership courses attendees
133	Number of Special Constables
134	Number of hours worked by Special Constables
135	Force profile – sex, race, disability, sexual orientation, age
136	Promotion profile – sex, race, disability, sexual orientation, age
137	Recruitment profile – sex, race, disability, sexual orientation, age

Police Scotland is sustainable, adaptable and prepared for future challenges	
138	% capital and reform funding available in year to meet our change/transformation plans
139	Funding available to meet projected asset replacement programme needs
140	Size of Fleet
141	% of vehicle availability against size of Fleet
142	% of the Fleet that is ULEV
143	% footprint of the Estate which is co-located/shared with our partners
144	% footprint of the Estate that is in "good" or "better" condition
145	Total carbon emissions per m2 of our Estate
146	Reduction of Co2 emissions
147	Proportion of Police Scotland's budget committed to technology transformation
148	Benefits realisation - Cashable benefits (planned/forecast/delivered)
149	Benefits realisation - Non-cashable officer efficiencies (planned/forecast/delivered)
150	Benefits realisation - Non-cashable staff efficiencies (planned/forecast/delivered)

Measures of Progress Towards Strategic Outcomes

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

Police Scotland's 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

No	Measure	Data / Evidence	Comment
Violent Crime			
1	Overall violent crime	Number of crimes / detection rate	This is a key measure of progress against this outcome and allows for granular reporting of crime sub-sets when tolerances / variances dictate
2	Non Sexual Crimes of Violence (Group 1)	Number of crimes / detection rate	This is a key measure of progress against this outcome and allows for granular reporting of crime sub-sets when tolerances / variances dictate
Public Protection			
3	Overall Sexual Crime (Group 2)	Number of crimes / detection rate (incl. recent/non-recent breakdown)	This is a key measure of progress against this outcome and allows for granular reporting of crime sub-sets when tolerances / variances dictate
4	Rape	Number of crimes / detection rate (incl. recent/non-recent breakdown)	- This is a Very High Priority identified in the Strategic Assessment - suggested by SPA and supports outcome
5	Child Sexual Abuse	Number of crimes / detection rates for: - Cause to be Present Sex Act / To Look at Sex Image - M&F (< 13) & (13-15) - Communicate Indecently / Cause see/hear Indecent Communication - M&F (< 13) & (13-15)	- Child Sex Abuse is a Very High Priority identified in the Strategic Assessment – these are key indicators. - Supports two Priorities for Policing – Protecting Vulnerable People and Tackling Crime in a Digital Age

6	Domestic Abuse	- Number of incidents - Proportion of incidents resulting in a crime - Number of crimes (including DASA) / detection rate	- Domestic Abuse is a High Priority identified in the Strategic Assessment - Suggested by SPA and supports outcome
Drugs Harm / Supply			
7	Total Drugs Supply	Number of crimes / detection rate	- Drugs Supply / Harm is a Very High Priority identified in the Strategic Assessment - Suggested by SPA and supports outcome
8	Drugs Possession	Number of crimes / detection rate	
Public Wellbeing			
9	Incident Demand	- Concern for people (Code 72) - Missing people (Code 25)	- Missing Persons is a High Priority identified in the Strategic Assessment - Suggested by SPA and supports outcome
10	Missing People	Number of missing person investigations	
Road Safety			
11	Road Casualties	- Number of people killed (adult / child) - Number of people seriously injured (adult / child)	- Road Casualties is a High Priority identified in the Strategic Assessment - Suggested by SPA and supports outcome

The needs of local communities are addressed through effective service delivery

Police Scotland's 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

No	Measure	Data / Evidence	Comment
Call Handling			
12	999 / 101 calls	- Number of - Average call answer time	Suggested by SPA and supports outcome
13	Complaints	- Level of complaints received relative to C3 handling of 999/101 calls	Suggested by SPA and supports outcome
14	Incident Management	- Total number of Incidents - % of incidents requiring police attendance	Important to include as supports THRIVE
Hate Crime			
15	Hate Crime	- Number of incidents - Number of recorded crimes / detection rate	Suggested by SPA and supports outcome
Anti-Social Behaviour			
16	Anti-social Behaviour and Disorder	- Number of antisocial behaviour incidents reported by the public - Number of complaints regarding disorder	Suggested by SPA and supports outcome
Acquisitive			
17	Overall Group 3 Crime	- Number of crimes / detection rate	Suggested by SPA and supports outcome
18	Fraud	- Number of crimes / detection rate	Suggested by SPA and supports outcome

Police Custody			
19	Arrested Persons	- Total number brought into custody - Number of under 16s brought into custody	Important area of service delivery
20	Vulnerability	- Number of persons arrested with alcohol / drug addiction - Number of persons referred to partners	Important area of service delivery and supports vulnerable people

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

Police Scotland's 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

No	Measure	Data / Evidence	Comment
Public Confidence and Satisfaction			
21	Confidence	- % 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	Reflects suggestion by SPA and supports outcome. Takes cognisance or current wording in survey
22	Satisfaction	- % callers saying it was easy or very easy to contact the police - % callers satisfied or very satisfied with initial contact method - % callers feeling that the police provided the appropriate response - % callers feeling satisfied with the way they were treated by the officers who attended the incident - % callers feeling they were adequately informed about the progress made (where applicable)	Reflects suggestion by SPA and supports outcome. Takes cognisance or current wording in survey
Complaints About The Police			
23	Complaints	- Total number of complaints from members of the public	Reflects suggestion by SPA and supports outcome
24	Allegations	- Total number of allegations from members of the public - % of closed allegations which were upheld	It is important to separate allegations from complaints as this is how they are managed by Police Scotland and reported by PIRC
25	Police Investigations and Review Commissioner	- Number of Complaint Handling Reviews - % of reviewed allegations assessed as handled to a reasonable standard	Reflects suggestion by SPA and supports outcome

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

Police Scotland's 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

No	Measure	Data / Evidence	Comment
Assaults on Police Officers and Police Staff			
26	Assaults on Emergency Workers	- Number of assaults on Police Officers - Number of assaults on Police staff - % of assaults leading to injury	Suggested by SPA and supports outcome **Note** - Data needs to be reviewed to establish what we can capture and analyse – remains work in progress
Absence Management			
27	Short Term Absence	- Number of Police Officers (FTE) / Police Staff (FTE) on short term sick leave	Reflects suggestion by SPA and supports outcome
28	Long term Absence	- Number of Police Officers (FTE) / Police Staff (FTE) on long term sick leave	Reflects suggestion by SPA and supports outcome – altered to support benchmarking
29	Psychological Illness / Stress	- Number of Police Officers (FTE) / Police Staff (FTE) absent through psychological illness and stress related conditions	Reflects suggestion by SPA and supports outcome – altered to support benchmarking
30	Restricted / Adjusted Duties	- % of police officers (headcount) on recuperative and adjusted/restricted duties by gender	Included as important potential benchmark at request of business area
31	Occupational Health	- Number of Referrals	Suggested by SPA and supports outcome
32	Employee Assistance Programme	- Number of Referrals	Important service to support staff

Equality and Diversity			
33	Force Profile	- Sex, Race, Disability, Sexual Orientation, Age	Reflects suggestions made by SPA
34	Promotion Profile	- Sex, Race, Disability, Sexual Orientation, Age	Reflects suggestions made by SPA
35	Recruitment Profile	- Sex, Race, Disability, Sexual Orientation, Age	Reflects suggestions made by SPA

<table>
<tr><td colspan="4" style="background-color:#8CC63F">Police Scotland is sustainable, adaptable and prepared for future challenges

Police Scotland's 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</td></tr>
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No	Measure	Data / Evidence	Comment
Finance			
36	Transformation	% capital and reform funding available in year to meet our change / transformation plans	Recommended by Chief Financial Officer
37	Asset Replacement Programme	Funding available to meet projected programme needs	Recommended by Chief Financial Officer
Fleet			
38	Size of fleet	- Size of fleet	Suggested by SPA and supports outcome
39	Average age of fleet	- Average age of fleet	Suggested by SPA and supports outcome
40	Vehicle Availability	- % of vehicle availability against size of fleet	Suggested by SPA and supports outcome
Estates			
41	Shared Occupancy	- % footprint of the Estate which is co-located/shared with our partners	Recommended by Chief Financial Officer and Suggested by SPA and supports outcome
42	Condition	- % footprint of the Estate that is in "good" or "better" condition	Recommended by Chief Financial Officer

Environmental			
43	Fleet	- % of the Fleet that is ULEV	Suggested by SPA and supports outcome
44	Carbon emissions	- Total carbon emissions per m^2 of our estate - reduction in CO_2 emissions	Suggested by SPA and supports outcome

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Equality and Human Rights Impact Assessment (EqHRIA) Summary of Results

Policy / Practice	**Performance Framework**
Owning Department	**Analysis and Performance Unit (APU)**
Date EqHRIA Completed	14 May 2020
Purpose of Policy / Practice	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. Police Scotland is responsible for producing an Annual Police Plan (APP) that sets out the arrangements to deliver against the Strategic Police Plan. 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 performance reports. The Policing Performance Framework 2020/21 discharges this legal requirement and is aligned to the APP.

A. Summary of Analysis / Decisions - What the assessment found and actions already taken.
Our outcomes focused Performance Framework is linked to our strategic planning processes and describes how we will monitor and measure progress on our strategic outcomes. Analysis of the Performance Framework shows that it will have a positive impact on the majority of protected characteristics groups. It is anticipated there will be no impact on both Marriage and Civil Partnership / Pregnancy and Maternity as relative management information has not been included; albeit significant issues can be reported by exception during the perfromance cycle. The following measures in relation to protected characteristics have been included in the Measures of Progress Towards Strategic Outcomes that will form the basis of consistent quarterly reporting: - Domestic Abuse - Rape - Child Sexual Abuse - Hate Crime - Road Casualties - Force / Recruitment / Promotion Profiles

Other measures in repect of the protected characteristics remain part of the wider Framework that will be reported on by exception, e.g, stop and search.

Human rights are assessed as not applicable as the EqHRIA relates to an administrative performance reporting process. The HR considerations will have been considered for the policy making to support operational/corporate approaches.

B. Summary of Mitigation Actions - What else we plan to do and how we are going to check that it has been done.

The following are potential issues / risks that have been identified:

1. Development of Core Operating Solutions (COS) fails to include equality considerations in the planning and build process.
- This is being mitigated on an ongoing basis through engagement by APU and equality and diversity advisors

2. Does the data repository and proposed force wide analytics platform record sufficient information in respect of the protected characteristics to support effective analysis?
- This is being mitigated through ongoing engagement with APU and Chief Data Officer

3. Can PowerBi to be used to effectively and efficiently report on the protected characteristics
- This is dependent on the data available in the depository and is linked to next issue.

4. Failure to access SCOPE data to automate reporting on protected characteristics as part of PowerBi dashboard builds
- Engagement to be undertaken with SCOPE portfolio owner to establish sharing of data from SCOPE that support GDPR and Data Privacy requirements.

Management Log – Policy Support Dept. Use Only			
Review Date		**Review Date**	
Review Date		**Review Date**	
Review Date		**Review Date**	