

Meeting	SPA Policing Performance
Date	8 June 2021
Location	Video Conference
Title of Paper	Police Scotland Performance Framework Update
Presented By	Tom McMahon, Director of Strategy and Analysis
Recommendation to Members	For Recommendation to the Authority for Approval
Appendix Attached	Yes Appendix A – Police Scotland Performance Framework 2021/22

PURPOSE

The purpose of this paper is to present the Police Scotland Performance Framework for 2021/22.

Members are invited to discuss the contents of this report and agree to Recommendation it to the Authority for Approval.

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 In 2020/21 the Performance Framework and subsequent reporting seen positive feedback in what was a challenging year. The outcomes focussed approach allowed us to present to the SPA Board and the public; appropriate insights of how the COVID-19 pandemic was impacting policing activity and how we adapted to that.
- 1.6 Building on successful implementation of the 2020/21 performance; the refreshed framework continues with enhancements in the following areas:
 - A balance of quantitative and qualitative information
 - Further development of existing measures to give better understanding of the data that sits below the high level figures
 - Incorporating better use of demand data as these products develop
 - Incorporating Equality Outcomes insights and measures
 - Development of a supporting benchmarking framework is being undertaken in collaboration with the SPA.
- 1.7 Engagement has been ongoing with the SPA to deliver a revised framework through a collaborative approach.

2. FURTHER DETAIL ON THE REPORT TOPIC

Performance Framework Overview

- 2.1 A full copy of the Performance Framework 2021/22 is provided at Appendix A.
- 2.2 The refreshed framework will ensure there is strategic alignment with:
- Joint Strategy for Policing (2020)
 - Annual Police Plan (APP)
 - Operation Talla Strategic Objectives
 - DCC / DCO Delivery Plans
 - Equality Outcomes
- 2.3 The Op Talla Strategic Objectives have been aligned to the strategic outcomes in the APP and embedded in the performance framework.
- 2.4 The framework will include performance measures for the new joint Police Scotland and SPA Equality Outcomes. In doing this we have aligned the measures of this work regarding equality, diversity and inclusion to the strategic outcomes in the APP and embedded in the performance framework. By mainstreaming these measures into quarterly performance reporting this will ensure that the SPA Board, public and communities receive an assurance of progress against these outcomes.
- 2.5 The legislative requirements for reporting against the activities set out in this year's APP, to inform the Annual Report and Accounts 2021/22, are fully embedded in the framework.

Performance Reports

- 2.6 Police Scotland will produce three distinct but complementary reports as part of the Performance Framework for 2021/22.

Annual Police Plan Bi-Annual Report

- 2.7 This fully supports the legislative requirement to report on progress of the 99 activities contained within the APP.

- 2.8 The APP clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. The bi-annual report was successfully implemented in 2020/21, providing updates on all activities aligned against all 15 strategic objectives.
- 2.9 The APP and Refreshed Performance Framework provides key milestones for the delivery of each activity and identifies the portfolio area responsible.
- 2.10 An evidence bank has been developed which contains additional insight on APP activities in line with key milestones to support the Bi-annual Report and facilitate evidence provision as required by Police Scotland and SPA.

Quarterly Performance Report

- 2.11 This will also 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.
- 2.12 The Quarterly Performance Report will continue to evolve after a successful implementation in 2020/21. This describes our contribution towards achievement of the five strategic outcomes from the APP in the most recent quarter using a balance of quantitative and qualitative data; exploiting data from existing core operating systems.

The approach to reporting comprises of the following layers:

- Strategic Outcomes
 - APP Objectives / Op Talla Objectives
 - Performance Questions
 - Evidence
 - APP Activities
 - Equality Outcome measures
- 2.13 In support of the foregoing, a range of performance measures have been identified along with a range of insights that will provide additional context. Development of a supporting benchmarking framework is being undertaken in collaboration with the SPA.

Chief Constables Year End Report

- 2.14 In terms of section 39 of the Police and Fire Reform (Scotland) Act 2012, SPA must prepare the Annual Review of Policing (ARP) as

soon as practicable after the end of each reporting year. In service of this report, the Chief Constable is required to provide, within three months of the end of the reporting year 2020/2021, an assessment of the performance of the Police Service.

- 2.15 In line with the SPA requirements that it complies with HM Treasury Financial Reporting Manual (FReM), this report includes an assessment of Police Scotland's delivery of the Performance Framework five Outcomes and 27 Objectives. Also included, as per the SPA's request, are a high level summary of delivery of the Annual Police plan based on quarterly performance reports, supported by key case studies, as well as a high level year trend analysis of major crime groups and a horizon scan of the coming year.

Collaboration with SPA

Cybercrime data measures

- 2.16 Police Scotland acknowledge that further development of cybercrime measures are required to meet the requirements of external scrutiny. The introduction of COS in the forthcoming reporting year will present opportunities to develop more robust data in relation to cybercrime. In the interim Police Scotland have put forward four key performance questions (KPQs) which will allow qualitative updates to be scrutinised by the SPA Board. Those KPQs are:

- What progress is Police Scotland making in the delivery of its Cyber Strategy?
- How is the digital skills academy developing staff skills in this area?
- How are Police Scotland working with partners to mitigate the risk of cybercrime?
- How effective are Police Scotland in adapting staffing and training requirements to tackle the evolving nature of cybercrime?

Stop Search measure of progress

- 2.17 SPA requested that stop search data be elevated to measures of progress for public scrutiny. Currently stop search data is published on a quarterly basis to the Police Scotland Website and is available for public scrutiny. Thus Police Scotland suggest that;

- Percentage compliance rate

Is the best evidence of compliance with the code of practice to demonstrate that governance and assurance processes are effective.

Your Safety Matters measures of progress

2.18 SPA requested further Your Safety Matters measures. In addition to the two measures regarding number of police assaults and percentage of assaults that lead to injury; Police Scotland can advise that two additional measures will be added as measures of progress:

- Number of assault RIDDORS
- Number of assault RIDDORS per 1k employment

Criminal Justice (Custody) Data

2.19 Police Scotland have agreed to change the below measures of progress to include both the number and proportion.

- Number/Proportion of persons arrested with alcohol addiction
- Number/Proportion of persons arrested with drug addiction issues

In addition Police Scotland have elevated the following to a measure of progress:

- Volume of cases submitted into Criminal Justice System

Number of 17/18 year olds arrested/brought into custody/held for court

2.20 Previously Police Scotland reported the number of under 16s arrested and number of under 16s held for court. SPA requested number of 17/18 year olds to be added to these measures. Police Scotland can advise that the following measures of progress will be reported to SPA this year:

- Number of younger children arrested and brought into police custody
- Number of younger children held for court
- Number of older children arrested and brought into police custody

- Number of older children held for court

(Definitions for clarity: Adult being defined as 18 or over, Older Child being defined as 16/17 and Not under Supervision and Younger Child being defined as Under 16 or 16/17 but subject to a Compulsory Supervision Order)

Benefits Realisation

2.21 Police Scotland have retained the following as measures of progress:

- Benefits realisation - Cashable benefits (planned/forecast/delivered)
- Benefits realisation - Non-cashable officer efficiencies (planned/forecast/delivered)
- Benefits realisation - Non-cashable staff efficiencies (planned/forecast/delivered)

Demand based measures

2.22 All demand based measures have been elevated to measures of progress as requested by the SPA. Those measures are:

- Missing Person Demand - number of missing persons investigations & incidents
- Missing Person Demand – total number and percentage of missing persons who have gone missing previously
- Missing Person Demand – average and total length of time missing
- Partner Demand – total number of missing persons from NHS, Young Persons Units and Foster Care locations
- Incident Demand – total number of incidents raised
- Incident Demand - number and percentage of incidents by response type
- Incident Demand - percentage of incidents which lead to a crime
- Incident Demand – Percentage of incidents requiring police response

- Partner Demand – total number of external force request incidents

Equality Outcomes Mainstreaming

2.23 Equality outcomes performance measures that feature in Police Scotland's performance framework have been highlighted in the full suite of measures in Appendix A. Those measures are:

- Domestic Abuse Scotland Act (DASA) – number of crimes (Equality Outcome 4)
- Domestic abuse (of female) – number of crimes (Equality Outcome 4)
- Domestic abuse (of male) – number of crimes (Equality Outcome 4)
- Hate crime – number of crimes and detection rate (Equality Outcome 1)
- Number of hate incidents (Equality Outcome 1)
- Percentage of respondents that agree or strongly agree they have confidence in local policing (Your Police) (Equality Outcome 3)
- Percentage of respondents who feel either very safe or fairly safe in their area (Your Police) (Equality Outcome 3)
- Percentage of respondents that agree or strongly agree that the police listen to concerns of local people (Your Police) (Equality Outcome 3)
- Percentage of callers saying it was easy or very easy to contact the police (User Experience) (Equality Outcome 2 & 3)
- Percentage of callers satisfied or very satisfied with initial contact method (User Experience) (Equality Outcome 2 & 3)
- Percentage of callers feeling that the police provided the appropriate response (User Experience) (Equality Outcome 2 & 3)
- Percentage of callers feeling satisfied with the way they were treated by the officers who attended the incident (User Experience) (Equality Outcome 2 & 3)

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- Percentage of callers feeling they were adequately informed about the progress made, where applicable (User Experience) (Equality Outcome 2 & 3)
- Force profile by sex, race, disability, sexual orientation, age (Equality Outcome 8)
- Promotion profile by sex, race, disability, sexual orientation, age (Equality Outcome 8)
- Recruitment profile by sex, race, disability, sexual orientation, age (Equality Outcome 8)

Benchmarking

- 2.24 The benchmarking practitioner group meets every 3 weeks and engagement is ongoing to develop a benchmarking framework. We have agreed some focus areas around Estates, Fleet, Environmental and Your Safety Matters.
- 2.25 The Estates department subscribe to The Chartered Institute of Public Finance Accountancy (CIPFA). CIPFA collate data from those Forces in the UK who subscribe and we receive both an internal and inter-force benchmarking report annually. The inter-force report enables a high-level comparison between Police Scotland and 30 police forces who are part of the National Police Estate Group (NPEG).
- 2.26 We have reached out to CIPFA and the NPEG around the legalities of Police Scotland using data from their annual report in our benchmarking framework. We are awaiting an official response from CIPFA/NPEG, however, initial concerns are around forces not currently subscribed having access to benchmarking data.
- 2.27 Engagement with the fleet department is ongoing. The department are in the early stages of working with other police forces in the UK looking at figures for Ultra Low Emission Vehicles (ULEV).
- 2.28 The Environment Strategy has been reviewed for potential benchmarking opportunities. This strategy mainly defers to metrics in both the Fleet and Estates strategies.
- 2.29 We are continuing to link in with NPCC regarding benchmarking for Your Safety Matters and the use of the Peer Network to bring this data together.

2.30 The next steps for the practitioner group are noted below:

- Continue to engage internally and create a working draft in terms of benchmarking metrics including reviewing those proposed by SPA.
- Continue to engage with CIPFA regarding the legalities of using their data sets.
- Consider where potential benchmarking metrics sit within SPA draft benchmarking families.
- Research existing data sets to inform potential metrics e.g. Euro Social Survey Home Office data, International Association of Police Chiefs benchmarking portal and similar.
- SPA to share the benchmarking dictionary once available.

Future Opportunities / Ongoing Challenges

2.31 It is important to acknowledge that there are evidence and knowledge gaps in areas of our business. These challenges exist for a range of reasons:

- Under-reporting of crime
- Limitations with nominal data (offender / victim)
- Limitation with databases / IT systems
- Limitations of coding within Scottish Crime Recording Standards
- Business areas utilising manual recording processes in the absence of automated systems

2.32 APU continues to work with business areas to identify gaps and where possible develop meaningful measures and narrative to support the framework.

2.33 In addition, the ongoing development of the data repository (SEB-P) is supporting a greater understanding and presentation of our data. This is particularly prevalent for our management information in support of our response to COVID-19.

2.34 The ongoing development and roll-out of COS will provide additional opportunities for new measures and insights, although we are unlikely to see the benefits of this until the new crime system is

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embedded across the country. This potential data set will continue to be reviewed for inclusion in the performance framework; however we need to be cautious that any experimental data has been validated and quality assured prior to inclusion in public reporting products.

Reporting Timescales

2.35 The revised framework will be used to report performance as of 01 April 2021. 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		
SOPB	16 August 2021	Quarter 1 Performance Report
Policing Performance Committee	01 September 2021	
SPA Board	29 September 2021	
Quarter 2		
SOPB	15 November 2021	Quarter 2 Performance Report
Policing Performance Committee	01 December 2021	
SPA Board	19 January 2022	APP Bi-annual Report (Half-year report)
Quarter 3		
SOPB	14 February 2022	Quarter 3 - Performance Report
Policing Performance Committee	08 March 2022	
SPA Board	23 March 2022	

Quarter 4		
SOPB	TBC	Quarter 4 - Performance Report APP Bi-annual Report (Year-end report) Chief Constables Year End Report Refresh of Performance Framework for 2022/23
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 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.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are no environmental implications associated with this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this report and agree to Recommendation it to the Authority for Approval.

Police Scotland

Performance Framework 2021/22



**POLICE
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POILEAS ALBA

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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

Police Scotland's outcomes focused performance framework provided consistent reporting throughout a challenging 2020/21. Police Scotland adapted to the demands of policing during the COVID-19 pandemic and it was important that the performance framework reflected those demands. The flexibility in our approach allowed us to present appropriate insight to the SPA Board and the public for scrutiny.

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

Contextualising our performance requires an in-depth knowledge of the demands faced by the Force, given that volume changes often mask significant shifts in the composition and complexity of our work. The inclusion of specific demand metrics in the Performance Framework 2021/22 are an acknowledgement of the multi-faceted nature of the contemporary policing environment.

In addition, Police Scotland have aligned measures regarding equality, diversity and inclusion into the refreshed framework to demonstrate our commitment to mainstreaming delivery of Equality Outcomes. Mainstreaming these measures into quarterly performance reporting will ensure that the SPA Board, public and communities receive an assurance of progress against these outcomes.

Police Scotland will produce three distinct but complementary reports as part of the Performance Framework for 2021/22, underpinned by an evidence bank to track progress on our Annual Police Plan Activities.

- Annual Police Plan Bi-Annual Report (Produced at the end of Q2 and combined with Chief Constable's Year End Report at the end of Q4). This fully supports the legislative requirement to report on progress of the activities contained within the Annual Police Plan.
- Quarterly Performance Report (Produced at the end of each quarter). 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.
- Chief Constable's Year End Report (Produced at the end of Q4). Section 39 of the Police and Fire Reform (Scotland) Act 2012, SPA must prepare the Annual Review of Policing (ARP) as soon as practicable after the end of each reporting year. In service of this report, the Chief Constable is required to provide, within three months of the end of the reporting year 2021/2022, an assessment of the performance of the Police Service.

The Annual Police Plan clearly sets out five strategic outcomes, each supported by three distinct strategic objectives. The bi-annual report will provide a specific update on all activity aligned against all 15 strategic objectives.

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

The Chief Constable's Year End Report includes an assessment of Police Scotland's delivery of the Performance Framework five Outcomes and 27 Objectives. Also included are a high level summary of delivery of the Annual Police plan based on quarterly performance reports, supported by key case studies, as well as a high level year trend analysis of major crime groups and a horizon scan of the coming year. .

Performance Framework Outcomes and Objectives

The following is a summary of the strategic outcomes and objectives contained within the Annual Police Plan 2021/22.

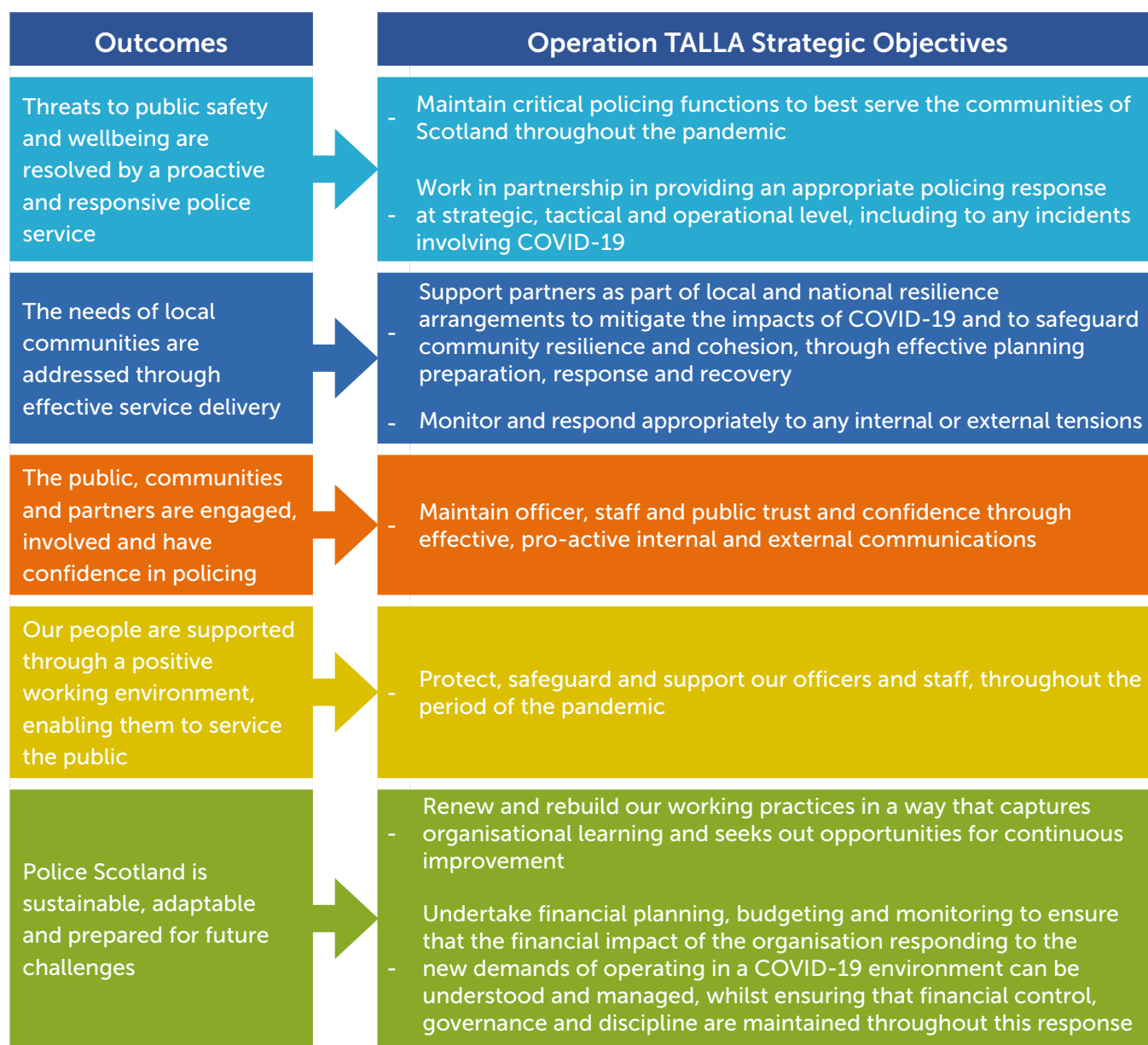
Outcomes	Objectives
Threats to public safety and wellbeing are resolved by a proactive and responsive police service	<ul style="list-style-type: none"> - Keep people safe in the physical and digital world - Design services jointly to tackle complex public safety and wellbeing challenges - Support policing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

Evidencing progress towards our outcomes

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

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

Police Scotland 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 have been reported on throughout 2020/21. These objectives have been reviewed and adapted for 2021/22 as we continue to respond to the evolving nature of the pandemic. 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.



Annual Police Plan – Bi Annual Report / Chief Constable’s Year End Report

In order to report on the delivery and progress made against the activities detailed in the Annual Police Plan (APP), two reports are provided, the Bi-annual Report and the Chief Constable’s Assessment of Policing Performance.

The activities set out in the APP are aligned to the Joint Strategy for Policing (2020) and have been agreed as deliverable within the planning assumptions at the beginning of this financial year. This Bi-annual 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

The Bi-annual Report 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, the internal governance boards and tasking and delivery processes.

The product will be largely narrative based, incorporating a visual indicator to highlight the progress made against each activity aligned to the specific strategic objectives contained in the APP. This will be supported by an evidence bank with additional context on progress against our APP Activities, available upon request from the SPA.

The Chief Constable’s Assessment of Policing Performance will compliment this report by providing a year-end summary of the progress made against each activity, through narrative updates on each objective, case studies, a performance overview of the year, and horizon scanning of the upcoming period.

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
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Outcome 1

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

Objective	APP Activity	Key Milestones	Portfolio
Keep people safe in the physical and digital world	Plan and deliver a safe and secure COP-26 working with international, national and local agencies	Regular planning updates - Q1 & Q2 Final review and assessment - Q4	DCC Local Policing
	Prepare, plan, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic	Regular review in conjunction with the independent Advisory Group & SPA and follow up activity to embed improvement & learning / Evaluation shared with SPA Board – Quarterly during the pandemic	DCC Crime and Operational Support
	Mitigate impact and risk resulting from the UK's new relationship with Europe	Overview of mitigation of risk & impact - Q1 Overview of collaborative working - Q4	DCC Crime and Operational Support
	Safely deliver all high profile public events, subject to COVID-19 restrictions	Review & evaluation of events will be provided in the course of the reporting year - Q1-4	DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Keep people safe in the physical and digital world	<p>Ongoing development of the seven strands of the Local Policing Programme</p> <ul style="list-style-type: none"> • Modernised Contact & Engagement • North East Division Integration Project • Volunteering Strategy • Mental Health Strategy • Local Policing Collaborations • Local Policing Design • Local Policing Continuous Improvement & Engagement 	<p>Delivering enabling platforms across a 3-5 year plan in conjunction with DDICT</p> <p>Project now in delivery phase</p> <p>Establishment of Project Delivery Team and Project Initiation Documentation Sep / Oct 2021</p> <p>Progression of themes within the Volunteering Strategy in respect of attraction, retention & development</p> <p>Moving into delivery phase of refreshed high level Mental Health Strategy</p> <p>Delivery of enhanced stakeholder engagement & effective relationship with partners</p> <p>Establishment of framework & design principles – all Quarterly</p>	DCC Local Policing
	Identify opportunities to improve the efficient and effective use of the National Missing Persons Application to enhance service provision in relation to missing persons	<p>Overview of opportunities & proposed improvements - Q2</p> <p>Evaluation & improvement opportunities - Q4</p>	DCC Local Policing
	Increase the number of officers trained in Public Order to meet the increased demand and future emerging threats	End of year assessment of training, sufficiency of resources & overall effectiveness - Q4	DCC Crime and Operational Support
	Enhance our TASER capability – recruit and train additional Specially Trained Officers	Recruitment & training overview - Q4	DCC Crime and Operational Support

Objective	APP Activity	Key Milestones	Portfolio
Keep people safe in the physical and digital world	Design, develop, engage and implement an enhanced Violence Reduction Strategy for Scotland, working in partnership with the Violence Reduction Unit	Overview of approach & engagement - Q2 Engagement on draft strategy - Q4	DCC Local Policing / DCC Crime and Operational Support
	Design, develop, engage and implement a 5 year Criminal Justice Strategy for policing in Scotland	Criminal Justice Strategy for consideration - Q3	DCC Local Policing
	Enhance understanding and reduce the harm from drugs supply in Scotland, particularly the supply and misuse of benzodiazepines	Overview of high level plan - Q1 Progress update - Q4	DCC Local Policing / DCC Crime and Operational Support
	Prevent and/or minimise risk in respect of domestic abuse	Improve, expand, develop new processes for supporting victims - Q3 Further develop partnership relationships - Q3 Ensure Public Protection officers given most up to date training - Q4	DCC Crime and Operational Support / DCC Local Policing
	Prevent and/or minimise risk in respect of child sexual abuse criminal and exploitation	Improve, expand, develop new approaches for supporting victims - Q2 Develop current & new partnership relationships - Q2 Roll out suspect prioritisation matrix across local policing - Q3 Ensure Public Protection officers are given the most up to date training - Q4	DCC Crime and Operational Support / DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Keep people safe in the physical and digital world	Prevent and/or minimise risk in respect of rape	<p>Improve, expand, develop new process for supporting victims - Q2</p> <p>Further develop partnership relationships - Q2</p> <p>Ensure Public Protection officers are given the most up to date training - Q4</p>	DCC Crime and Operational Support / DCC Local Policing
	Prevent and/or minimise risk in respect of hate crime	<p>Improve, expand, develop new process for supporting victims - Q2</p> <p>Further develop partnership relationships - Q2</p>	DCC Crime and Operational Support / DCC Local Policing
	Prevent and/or minimise risk in respect of human trafficking	<p>Improve, expand, develop new process for supporting victims - Q2</p> <p>Further develop partnership relationships - Q2</p> <p>Ensure Public Protection officers are given the most up to date training - Q4</p>	DCC Crime and Operational Support / DCC Local Policing
	Design and develop approaches to tackle the increasing number of online Child Sexual Abuse Activist Groups (OCAGs)	<p>Overview of design & approach - Q1</p> <p>Delivery plan & evaluation - Q4</p>	DCC Local Policing
	Improve driver and road user behaviour to reduce road casualties through engagement, enforcement and delivery of a national road safety and road crime calendar of activity	<p>Overview & assessment of activity for the year 2021/22 - Q4</p>	DCC Crime and Operational Support / DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Keep people safe in the physical and digital world	Deliver policing elements of the Scottish Government's Cyber Resilience Framework	Overview & assessment of activity for the year 2021/22 - Q4	DCC Crime and Operational Support / DCC Local Policing
	Promote Counter Terrorism Protect and Prepare Strategy, through collaboration with partners, enhancing the protection of the public through the crowded space and protection of public spaces strategy	<p>Overview & assessment of activity for the year 2021/22 - Q4</p> <p>Effective participation in national & internal governance - Q4</p> <p>Align to the national programme to professionalise the Prepare strand - Q4</p> <p>Deliver Counter Terrorism awareness training to operational officers - Q4</p> <p>Participate in Scottish Government Publicly Accessible Locations Working Group - Q4</p> <p>Engage in Protect Duty Consultation - Q4</p> <p>Continue with Crowded Places engagement - Q4</p>	DCC Crime and Operational Support
	<p>Implementation of the Cyber Strategy in the following key areas:</p> <ul style="list-style-type: none"> • Police Scotland Resilience and Cyber Security • Public health, prevention and partnership • Investigation of criminality • Protecting and safeguarding 	<p>Delivery approach & plan - Q2 & Q4</p> <p>Overview of implementation progress & benefits - Q2 & Q4</p>	DCC Crime and Operational Support / DCO Corporate Services Strategy and Change

Objective	APP Activity	Key Milestones	Portfolio
Keep people safe in the physical and digital world	Plan, prepare and begin training for the implementation and reporting of the Age of Criminal Responsibility (Scotland) Act 2019	Overview of approach, plan & progress - Q2 Progress review - Q4	DCO Corporate Services Strategy and Change
Design services jointly to tackle complex public safety and wellbeing challenges	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	Design, delivery approach & plan - Q1 Overview of progress & benefits - Q4	DCC Local Policing
	Enhance insights of non-crime incidents to help develop demand reduction strategies	Overview of progress & benefits - Q4	DCO Corporate Services Strategy and Change / DCC Local Policing
	Implement the Criminal Justice Harm Reduction Strategy 2020-2023	Implementation approach - Q4 Overview of progress & benefits - Q4	DCC Local Policing
	Work with partners to holistically improve the response to and recovery from major and critical incidents	Overview of progress & benefits - Q3	DCC Crime and Operational Support
	Develop national approach to respond effectively to frauds / scams	Design, delivery approach & plan - Q1 Overview of progress & evaluation - Q4	DCC Local Policing
	Continue the Naloxone pilot and evaluate to determine next steps	Overview & assessment - Q1	DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Design services jointly to tackle complex public safety and wellbeing challenges	Deliver the Digital Evidence Sharing Capability (DESC)	<p>Overview of progress, evaluation & benefits achieved in 2021/22 - Q4</p> <p>Develop best value & sustainable solutions to the increasing requirement to conduct visually recorded interviews - Q4 & ongoing</p>	DCC Local Policing / DCO Corporate Services Strategy and Change
Support policing through proactive prevention	Develop our evidence base to support design, development and implementation approaches for preventative support for those experiencing forms of abuse, neglect and exploitation	<p>Design, delivery approach & plan - Q1</p> <p>Overview of progress & evaluation - Q4</p> <p>Learning recommendations - Q4</p>	DCC Local Policing / DCC Crime and Operational Support
	Develop our evidence base to enable the design, development and implementation of preventative measures to address vulnerability, people experiencing mental and/or emotional distress and illegal substance usage	<p>Design, delivery approach & plan - Q1</p> <p>Overview of progress & evaluation - Q4</p> <p>Learning recommendations - Q4</p>	DCC Local Policing / DCC Crime and Operational Support
	Counter the threat of terrorism by effectively delivering the four strands of the CONTEST Strategy – Pursue, Prevent, Protect and Prepare	<p>Overview of engagement & delivery - Q4</p>	DCC Crime and Operational Support

Objective	APP Activity	Key Milestones	Portfolio
Support policing through proactive prevention	Effectively police offenders, particularly those assessed to be of greatest risk, in collaboration with partners, in order to prevent re-offending, reduce harm and increase public confidence	<p>Ensure sex offender policing standards, policies & procedures continue to provide robust & effective response - Q3</p> <p>Ensure officer to offender ratio is maintained & subject to ongoing review taking account of development practice, legislative development & offender numbers - Q3</p> <p>Ensure the use of the most relevant Prevention Orders to minimise the risk posed by offenders - Q3</p>	DCC Local Policing / DCC Crime and Operational Support
	Grow the impact of police volunteers. Increase the scale and breadth of their contribution across policing functions into areas such as Criminal Justice, Specialist Crime and Operational Support	Review & improve the structure of Multi-Agency Tasking and Coordination (MATAC) - Q3	DCC Local Policing

Outcome 2

The needs of local communities are addressed through effective service delivery

Objective	APP Activity	Key Milestones	Portfolio
Understand our communities and deliver the right mix of services to meet their needs	Broaden engagement, using insight and data to fully understand the context of people's experience, public perception and demand, and actively seek to include people who may not traditionally engage with the police	Update on engagement plan & survey insights - Quarterly	DCO Corporate Services Strategy and Change / DCC Local Policing
	Transform our approaches to public contact and engagement in line with our Public Contact and Engagement Strategy	Implement a new unified communications & contact platform (UCCP) - Q2 Develop & implement new public contact channels & communications methods - Q4 Evaluation - Q4 ongoing	DCC Local Policing / DCO Corporate Services Strategy and Change
	Enhance our victim centred approach to sexual offences including additional local sexual assault referral centres (SARC)	Overview of progress & evaluation 2021/22 - Q4	DCC Local Policing
	Develop a multi-agency review process for domestic homicide	Process developed - Q3 Evaluation - ongoing	DCC Crime and Operational Support
	Maintain and develop partnership working to support diverse, at risk communities e.g. asylum seekers, homeless and displaced	Overview of progress & evaluation – Q3 / Q4	DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Understand our communities and deliver the right mix of services to meet their needs	Work flexibly with Local Resilience Partnerships to plan and deliver responses to COVID-19 and other major incidents	Overview of progress & evaluation – Q4	DCC Local Policing
	Prepare for changes resulting from the Scottish Government's phased COVID-19 Recovery and Renewal Plan, including the reintroduction of major and local events	Review & evaluation - Quarterly	DCC Crime and Operational Support / DCC Local Policing
Support our communities through a blend of local and national expertise	Support policing in local communities with equitable and effective access to national and specialist policing services	Overview of progress & evaluation - Q4	DCC Crime and Operational Support
	Evaluate and implement next phase of the Contact Assessment Model	Evaluation - Q1 Implementation of future phases - Q4 ongoing	DCC Local Policing
	Develop and improve digital forensics	Overview of progress & evaluation - tbc	DCC Crime and Operational Support
	Support the SPA to design, develop and engage on a refresh of the Forensics Strategy	Consideration of the refreshed Forensics Strategy - Q3	DCO Corporate Services Strategy and Change
	Improve services for victims / witnesses as per Vulnerable Witnesses (Criminal Evidence) (Scotland) Act 2019	Overview of progress & evaluation - Q3	DCC Local Policing / DCC Crime and Operational Support

Objective	APP Activity	Key Milestones	Portfolio
Support our communities through a blend of local and national expertise	Work closely with partners to ensure that we meet and exceed statutory requirements for the provision of evidence from vulnerable witnesses in our communities	Overview of progress & evaluation – Q4	DCC Crime and Operational Support
	Maintain our strong collaborative relationship with British Transport Police to improve service delivery in communities and on the railways	Overview of progress & evaluation - Q3	DCC Local Policing
	Improve aviation support options with partners (e.g. SAS and Coastguard), particularly in Highlands and Islands areas	Overview of progress & evaluation 2021/22 - Q3	DCC Local Policing
Support the changing nature of communities	Mainstream and embed Police Scotland's Equality Outcomes in Police Scotland and our services	Overview of progress & evaluation 2021/22 – Q4	DCC Local Policing / DCC People and Professionalism
	Ensure sufficient specialist resources are available to meet the needs of changing demographics	Overview of progress & evaluation – Q3	DCC Crime and Operational Support
	Influence wider multi-agency investigation, intervention and support tailored to individual needs, to seek to better understand and prevent repeat victimisation	Overview of progress & evaluation – Q3	DCC Crime and Operational Support

Outcome 3

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

Objective	APP Activity	Key Milestones	Portfolio
Embed the ethical and privacy considerations that are integral to policing and protection into every aspect of the service	Engage with the public, communities and partners on new approaches / methodologies within policing, in accordance with our rights based approach to policing	Overview of progress & evaluation 2021/22 – Q4 ongoing	All DCCs / DCO
	Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing	Overview of progress & evaluation 2021/22 – Q4 ongoing	DCC People and Professionalism
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Enhance analysis and insights to support high levels of public confidence in policing	New insights & updates to reporting - Quarterly	DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Protect the public and promote wellbeing across Scotland by providing services that are relevant, accessible and effective	Improve public and stakeholder confidence to enhance reporting of crime, especially domestic abuse, sexual crime, hate crime and human trafficking	Overview of progress & evaluation – Q4	DCC Crime and Operational Support
	Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation	Overview of progress & evaluation – Q4	All DCCs / DCO
	Act on insights gained from public engagement to design our services and address issues that matter to the public and partners	Overview of progress & evaluation – Q4 ongoing	All DCCs / DCO
	Maintain openness and transparency in our communications and enhance accessibility	Overview of progress & evaluation – Q4 ongoing	DCC People and Professionalism
	Work with partners to support delivery of the Scottish Government’s new Road Safety Framework, effectively contributing to the safe system approach. Continue deployment of proactive diversionary operations	Overview & assessment of activity for the year 2021/22 - Q4 Learning recommendations - Q4	DCC Crime and Operational Support / DCC Local Policing

Objective	APP Activity	Key Milestones	Portfolio
Work with local groups and public, third and private sector organisations to support communities	Work with the Scottish Fire & Rescue Service and the Scottish Ambulance Service to deliver the objectives of the Scottish Emergency Services National Collaboration Strategy, including co-location, co-response, shared knowledge and shared services, including fleet	Overview of progress & evaluation - Q4	DCC Local Policing
	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	Update on progress & evaluation - Q2	DCC Crime and Operational Support
	Prevent and tackle wildlife crime, collaborating effectively with partner agencies	Ongoing progress reporting via quarterly performance reports - Quarterly	DCC Local Policing
	Develop and establish the Police Scotland International Academy	Implementation plan & approach - Q1 Progress & evaluation - ongoing into 2022/23	DCC Local Policing

Outcome 4

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

Objective	APP Activity	Key Milestones	Portfolio
Prioritise wellbeing and keep our people safe, well equipped and protected	Ensure the safety and wellbeing of our people in the planning and delivery of all major events, including COP-26	Ongoing process reporting via quarterly performance reports - Quarterly	DCC People and Professionalism
	Continue to deliver and improve services available to support mental, emotional and physical wellbeing	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Your Safety Matters – Improve support available to officers and staff when they are victims of assault. Progress prevention activity with regards to Your Safety Matters	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Engage officers and staff with the Your Voice Matters survey in future developments and decision making, with effective strategy and planning to respond to resulting actions	Survey update - Q1 Insights & action plan - Q3	DCC People and Professionalism
	Publish wellbeing study and support divisional People Boards to address issues	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Implement outcomes of Smarter Working review, including enable flexible and agile working	Overview of future approach & policies - Q2 Implementation plan - Q2 Evaluation - 2022/23 ongoing	DCC People and Professionalism

Objective	APP Activity	Key Milestones	Portfolio
Prioritise wellbeing and keep our people safe, well equipped and protected	Public consultation and wider engagement programme on the introduction of Body Worn Video	Insights from the consultation & planned next steps - Q2 Implementation approach & progress - Q4	DCC Local Policing / DCO Corporate Services Strategy and Change
Support our people to be confident leaders, innovative, active contributors and influencers	Design, develop and implement a refreshed People Strategy for Police Scotland	People Strategy for consideration - Q3-4	DCC People and Professionalism
	Implementation of Strategic Workforce Plan with an appropriately balance workforce mix	Ongoing progress reporting - Quarterly	DCC People and Professionalism / DCO Corporate Services Strategy and Change
	Engage and support performance and development throughout the service	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Enhance leadership training considering recommendations from the HMICS Thematic Inspection of Police Scotland Training and Development	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Develop bespoke resourcing / recruitment models for business areas	Overview of approaches & implementation - Q3	DCC People and Professionalism
	Promotion of ongoing mentoring scheme and approach to coaching	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Increase engagement with the Digital Skills Academy to help our people develop their skills	Ongoing progress reporting - Quarterly	DCC People and Professionalism

Objective	APP Activity	Key Milestones	Portfolio
Support our people to identify with and demonstrate Police Scotland values and have a sense of belonging	Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Proactively promote and support equality and diversity initiatives	Ongoing progress reporting - Quarterly	DCC People and Professionalism
	Consider the recommendations from Dame Angiolini's Independent Review of Police Complaints	Overview of approach to respond to recommendations - Q1 Progress update - Q3	DCC People and Professionalism

Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

Objective	APP Activity	Key Milestones	Portfolio
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Project future challenges to develop rolling calendar considering national and local campaigns	Ongoing progress reporting - Quarterly	DCC Crime and Operational Support
	Seek out shared learning and training opportunities with external partners and other police services	Ongoing progress reporting - Quarterly	All DCCs / DCO
	Create and develop new opportunities to maintain and enhance national and international partnerships as the UK adapts to a new relationship with Europe, providing access to effective international mechanisms which will enable our people to disrupt globally enhanced Serious Organised Crime with the greatest impact on our communities	Ongoing progress reporting - Quarterly	DCC Crime and Operational Support

Objective	APP Activity	Key Milestones	Portfolio
Use innovative approaches to accelerate our capacity and capability for effective service delivery	Continue to develop and implement a prioritised change portfolio	Progress reporting via Change governance - ongoing	DCO Corporate Services Strategy and Change
	Continue to transform our corporate support services to create maximum use of resources	Progress reporting via Change governance - ongoing	DCO Corporate Services Strategy and Change
	Capture, prioritise, monitor and implement change recommendations from external audits and reviews	Ongoing progress reporting - Quarterly	DCO Corporate Services Strategy and Change / DCC People and Professionalism
	Encourage innovation, problem solving and streamlining of structures and processes	Ongoing progress reporting - Quarterly	DCO Corporate Services Strategy and Change
Commit to making a positive impact through outstanding environmental sustainability	Implement Police Scotland's Environmental Strategy	Overview of implementation plan - Q2 Progress updates & evaluation - ongoing	DCO Corporate Services Strategy and Change
	Embed environmental sustainability into the delivery of the policing of large scale events, such as COP-26	Introduce Environmental Impact Assessments as standard operating procedures in relation to policing events - Q1	DCC Local Policing
	Continue implementation of the Fleet Strategy including the roll out of Ultra-Low Emission Vehicles and associated infrastructure	Progress reporting via Change governance - ongoing	DCO Corporate Services Strategy and Change
	Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners	Progress reporting via Change governance - ongoing	DCO Corporate Services Strategy and Change

Objective	APP Activity	Key Milestones	Portfolio
Support operational policing through the appropriate digital tools and delivery of best value	Develop a flexible national approach for event policing charges	Implementation, overview & elevation - Q4	DCC Local Policing
	Support ongoing development of virtual courts	Overview of progress & evaluation - Q2-3	DCC Local Policing
	Implement the Data Ethics Strategy, framework and related business cases	Data Ethics Strategy for consideration - Q1 Overview of progress & evaluation - Q4 ongoing	DCC People and Professionalism
	Implement the Phase 2 of the Digitally Enabled Policing Programme including mobile working	Progress reporting via Change governance -ongoing	DCC Local Policing / DCO Corporate Services Strategy and Change
	Review and implement the re-design of analytics services for policing in Scotland	Progress reporting via Change governance -ongoing	DCO Corporate Services Strategy and Change
	Refresh the Data, Digital and ICT Strategy to establish a three year rolling capital investment plan to meet key technology requirements for operational policing	Refreshed DDICT Strategy for consideration - Q2-3 Implementation approach & capital investment plan - Q2-3 Progress update - Q4 ongoing	DCO Corporate Services Strategy and Change
	Develop integrated national ICT solutions for crime, productions and warrants, reducing duplication, supporting mobile working and allowing decommissioning of legacy IT systems	Progress reporting via Change governance – Q1-4 ongoing	DCO Corporate Services Strategy and Change

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. Operation TALLA strategic objectives outline Police Scotland's approach and focus for co-ordinating 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: <ul style="list-style-type: none"> • 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 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 2021/22 we will continue 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 99 activities aligned specifically to our objectives within our APP.

Operation TALLA

Operation TALLA, Police Scotland's response to the global pandemic, COVID-19, has eight strategic objectives. Each of the strategic objectives have been aligned to our strategic outcomes and reported on in 2020/21. These objectives have been reviewed and adapted for 2021/22 as we continue to respond to the evolving nature of the pandemic. This reporting will continue throughout our quarterly reports in 2021/22 until the operation concludes.

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 MI's, 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 2021/22, 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 2021/22, a selection is outlined below:

- Your Police survey (Police Scotland) – a continuous survey with both quantitative and qualitative data
- User Experience survey (Police Scotland) – an online survey completed by over 1,200 people every month. These are people who have contacted us to report an incident and who are randomly asked to complete the survey via SMS text message
- Scottish Crime and Justice Survey (Scottish Government) – The 2019/20 findings were published in late March 2021
- Academia research – our research tracker shows what research has taken place with Police Scotland

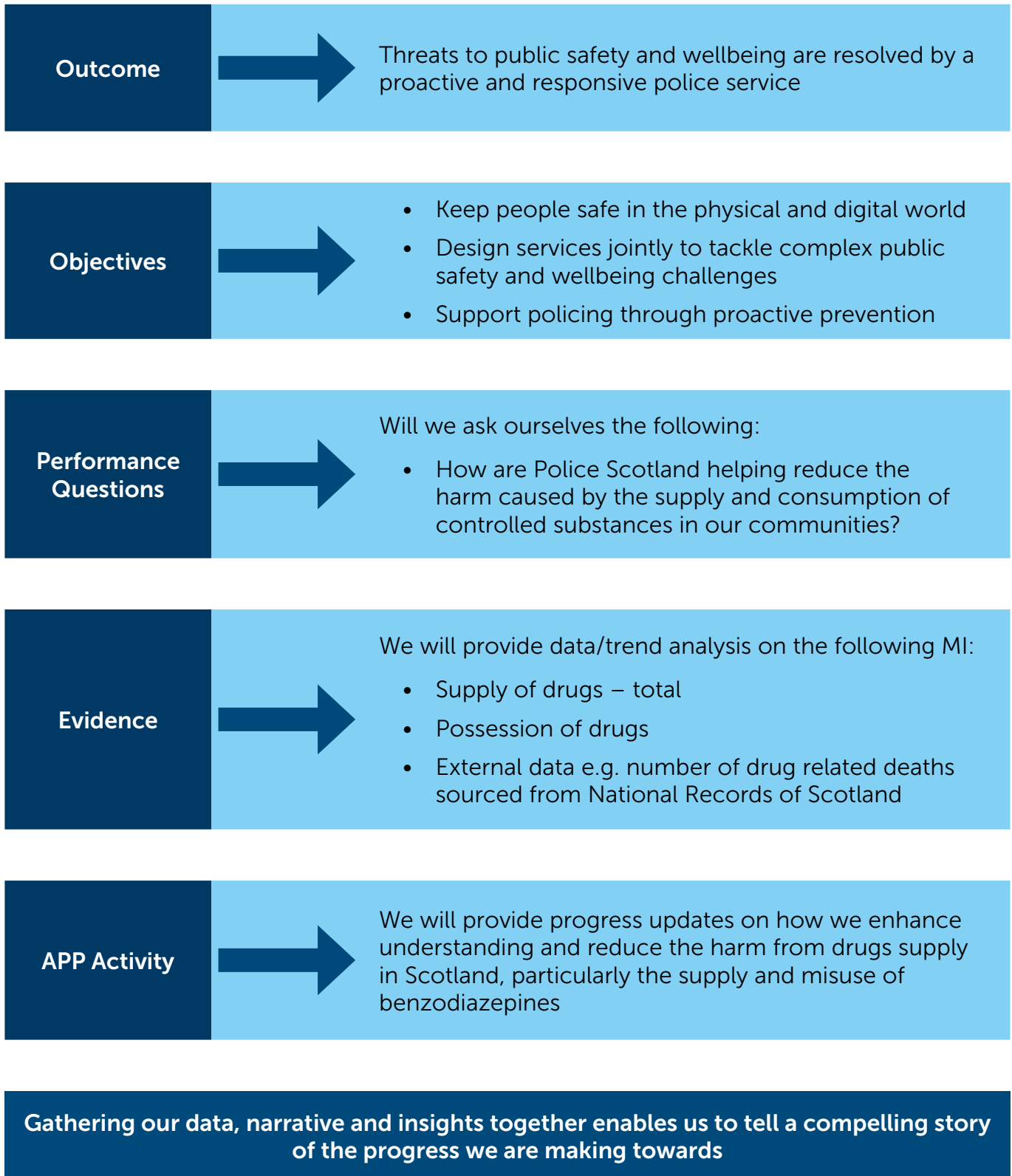
More details of available insights are outlined throughout this document and aligned to the appropriate strategic outcome.

Benchmarking

A Benchmarking Practitioner Group has been established including members from Analysis and Performance Unit within Police Scotland and the Scottish Police Authority (SPA). This group will agree a benchmarking framework for onward approval through Police Scotland and SPA governance channels by March 2022. The framework will include baseline information to allow comparative trend analysis to be undertaken.

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.



The following sections provide detail on the performance measures that will be aligned to each strategic outcome. Notably, the operational priorities identified through Police Scotland's strategic assessment process have been incorporated into the first outcome. Each section provides detail on additional insight that will be provided during the reporting year. In addition, 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 performance measures used in the performance framework is provided in the appendix.

Strategic Outcome 1

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

Police Scotland objectives are to:-

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

Operation TALLA objectives are to:-

- Maintain critical policing functions to best serve the communities of Scotland throughout the pandemic
- Work in partnership providing an appropriate policing response at strategic, tactical and operational level, including to any incidents involving COVID-19

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	<ul style="list-style-type: none"> How are Police Scotland helping reduce the harm caused by the supply and consumption of controlled substances in our communities?
	MI	<ul style="list-style-type: none"> Supply of drugs (Total) – number of crimes and detection rate Possession of drugs – number of crimes and detection rate
Serious Violence / Homicide	PQ	<ul style="list-style-type: none"> How effective are Police Scotland at tackling serious violent crime?
	MI	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> How well does Police Scotland support at risk children from abuse?
	MI	<ul style="list-style-type: none"> Child Sexual Abuse <ul style="list-style-type: none"> Cause to be present Sex Act/To Look at Sex Image – M&F (<13) – number of crimes and detection rate Communicate Indecently/Cause see/hear Indec Comm – M&F (<13) – number of crimes and detection rate Cause to be Pres Sex Act/Look at Sex Image – M&F (13-15) (Cons) – number of crimes and detection rate Communicate Indecently/Cause see/hear Indec Comm – M&F (13-15) (Cons) – number of crimes and detection rate Grooming of children for the purpose of sexual offences – number of crimes and detection rate Taking, distribution, possession etc. of indecent photos of children (from Apr. 2011) – number of crimes and detection rate
Human Trafficking	PQ	<ul style="list-style-type: none"> How well does Police Scotland support people and prevent them from becoming victims of human trafficking?
	MI	<ul style="list-style-type: none"> Number of NRMs (National Referral Mechanism)

Rape	PQ	<ul style="list-style-type: none"> How effective is Police Scotland's management of crimes of rape?
	MI	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> What impact is CONTEST strategy activity having on public and community wellbeing?
Adult Protection	PQ	<ul style="list-style-type: none"> How well does Police Scotland identify and support adults at risk from abuse?
Serious Organised Crime	PQ	<ul style="list-style-type: none"> How does Police Scotland support Scotland's Serious and Organised Crime Strategy?
	MI	<ul style="list-style-type: none"> Number of Serious Organised Crime Group (SOCG) nominal arrests Value of Proceeds of Crime Act (POCA) seizures Number of groups and individuals on SOCG map APMIS data reported monthly incl. number of proactive disruptions Number of county lines groups County lines origin areas County lines impact areas
Domestic Abuse	PQ	<ul style="list-style-type: none"> How well is Police Scotland working to prevent domestic abuse crime?
	MI	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> How effective is Police Scotland's work to reduce the number of repeat missing persons?
	MI	<ul style="list-style-type: none"> Missing Person Demand - Number of missing persons investigations & incidents Missing Person Demand – Total number and percentage of missing persons who have gone missing previously Missing Person Demand – Average and total length of time missing Partner Demand – Total number of missing persons from NHS, Young Persons Units and Foster Care locations 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) Incident demand – Number of concern for people incidents (code 72) Incident demand – Number of missing people incidents (code 25)
Management of Registered Sex Offenders	PQ	<ul style="list-style-type: none"> How well is Police Scotland working with others to prevent RSOs from re-offending?
	MI	<ul style="list-style-type: none"> Number of registered sex offenders (RSOs) Number of registered sex offenders (RSOs) who reoffend Number of offences committed by Registered Sex Offenders (RSOs) Number of sexual offences committed by Registered Sex Offenders (RSOs) Number of RSOs who reoffend with a sexual offence Divisional compliance with 1:25 Offender Manager to RSO ratio
Public Order / Safety	PQ	<ul style="list-style-type: none"> How is Police Scotland responding effectively to public order / safety threats?
	MI	<ul style="list-style-type: none"> Proportion of public order trained officers Number of public order / VDP (Violent Deranged Person) deployments Number of football duties deployments
Road Casualties	PQ	<ul style="list-style-type: none"> How effective is Police Scotland's activity to improve road safety in Scotland?
	MI	<ul style="list-style-type: none"> People killed on our roads People seriously injured on our roads Children (aged<16) killed on our roads Children (aged<16) seriously injured on our roads People slightly injured on our roads Drink, drug driving offences incl. failure to provide a specimen

Cybercrime	PQ	<ul style="list-style-type: none"> • What progress is Police Scotland making in the delivery of its Cyber Strategy? • How is the digital skills academy developing staff skills in this area? • How are Police Scotland working with partners to mitigate the risk of cybercrime? • How effective are Police Scotland in adapting staffing and training requirements to tackle the evolving nature of cybercrime?
Stop and Search	PQ	<ul style="list-style-type: none"> • How does Police Scotland demonstrate the legal and proportionate use of stop and search?
	MI	<ul style="list-style-type: none"> • Stop and search compliance rate (%) • Number of stop and searches • Proportion of stop and searches that are positive • Percentage of stop and searches of under 18s

Evidence - Insights

The following 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.
- The Scottish Crime and Justice survey (Scottish Government) asks the public about their feelings of safety and the effectiveness of the police in responding to serious crime. New questions are planned 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 following outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2021/22:

- Prepare, plan, deliver and evaluate the impact of Operation Talla, Police Scotland's response to the COVID-19 pandemic
- Identify opportunities to improve the efficient and effective use of the National Missing Persons Application to enhance service provision in relation to missing persons
- Increase the number of officers trained in public order to meet the increased demand and future emerging threats
- Design, develop, engage and implement an enhanced Violence Reduction Strategy for Scotland, working in partnership with the Violence Reduction Unit
- Enhance understanding and reduce the harm from drugs supply in Scotland, particularly the supply and misuse of benzodiazepines
- Prevent and / or minimise the risk in respect of domestic abuse; child sexual abuse criminal and exploitation; rape; hate crime; human trafficking
- Design and develop approaches to tackle the increasing number of Online Child Sexual Abuse Activist Groups (OCAGs)
- Improve driver and road user behaviour to reduce road casualties through engagement, enforcement and delivery of a national road safety and road crime calendar of activity
- Deliver policing elements of the Scottish Government's Cyber Resilience Framework
- Promote Counter Terrorism Protect and Prepare Strategy, through collaboration with partners, enhancing the protection of the public through the crowded space and protection of public spaces 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
- Enhance insights of non-crime incidents to help develop demand reduction strategies
- Work with partners to holistically improve the response to and recovery from major and critical incidents
- Develop national approach to respond effectively to fraud / scams
- Continue the naloxone pilot and evaluate to determine next steps
- Develop our evidence base to support design, development and implement approaches for preventative support for those experiencing forms of abuse, neglect and exploitation
- Develop our evidence base to enable the design, development and implement of preventative measures to address vulnerability, people experiencing mental and / or emotional distress and illegal substance usage
- Counter the threat of terrorism by effectively delivering the four strands of the CONTEST Strategy – Pursue, Prevent, Protect and Prepare
- Effectively police offenders, particularly those assessed to be of greatest risk, in collaboration with partners, in order to prevent re-offending, reduce harm and increase public confidence

Strategic Outcome 2

The needs of local communities are addressed through effective service delivery

Police Scotland objectives are to:-

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

Operation TALLA objectives are to:-

- Support partners as part of local and national resilience arrangements to mitigate the impacts of COVID-19 and to safeguard community resilience and cohesion, through effective planning preparation, response and recovery
- Monitor and respond appropriately to any internal or external tensions

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)

Call Handling		<ul style="list-style-type: none"> • How does Police Scotland ensure that contact through 999 / 101 is managed effectively?
	MI	<ul style="list-style-type: none"> • Number of 999 / 101 calls • Average call answer time for 999 / 101 calls • Number of 999 / 101 calls that do not result in an incident / crime • Level of complaints received relative to C3s handling of 999 / 101 calls • Incident Demand – Total number of incidents raised • Incident Demand - Number and Percentage of incidents by response type • Incident Demand - Percentage of incidents which lead to a crime • Incident Demand – Percentage of incidents requiring police response • Partner Demand – Total number of external force request incidents
Access to Specialist Services	PQ	<ul style="list-style-type: none"> • How do specialist resources meet community needs and protect the community from risk and harm?
	MI	<ul style="list-style-type: none"> • Number of requests for specialist services supported or partially supported, by type • Number of requests for specialist services unsupported, by type • Proportion of officers trained in specialist services roles, by type • Number of Major Investigation Team (MIT) deployments

Addressing Local Issues	PQ	<ul style="list-style-type: none"> What progress is being made on the seven strands of the Local Policing Programme?
	MI	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> How effective is Police Scotland's approach to tackling fraud?
	MI	<ul style="list-style-type: none"> Fraud – number of crimes and detection rate
Hate Crime	PQ	<ul style="list-style-type: none"> How does Police Scotland support victims of hate crime?
	MI	<ul style="list-style-type: none"> Hate crime – number of crimes and detection rate Number of hate incidents
Criminal Justice	PQ	<ul style="list-style-type: none"> How does Police Scotland ensure that its criminal justice processes and services are fit for purpose?
	MI	<ul style="list-style-type: none"> Volume of cases submitted into Criminal Justice System Number of ASB Fixed Penalties issued Number of persons brought into police custody Proportion of arrested persons held for court Proportion of arrested persons released on an undertaking Proportion of persons released on investigative liberation Number / Proportion of persons re-arrested Number / Proportion of persons arrested with alcohol addiction Number / Proportion of persons arrested with drug addiction issues Number of arrested persons referred to partners Number of younger children arrested and brought into police custody Number of younger children held for court Number of older children arrested and brought into police custody Number of older children held for court

Evidence - Insights

The following 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 what they need and expect from their local police service, including priorities for action.
- The User Experience survey is an online survey completed by approximately 1,200 people every month. These individuals had each contacted the police to report a crime or non-crime incident. The data collected includes satisfaction with overall police service; how they feel they were treated by call operators and the attending officers; if we met their needs and provided the appropriate response (relevant to measuring impact of Contact Assessment Model) and what could be better to meet their needs. The survey data is used by C3 and local policing 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 audience 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 following outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2021/22:

- Transform our approaches to public contact and engagement in line with our Public Contact and Engagement Strategy
- Enhance our victim centred approach to sexual offences including additional local sexual assault referral centres (SARC)
- Develop a multi-agency review process for domestic homicide
- Maintain and develop partnership working to support diverse, at risk communities e.g. asylum seekers, homeless and displaced
- Work flexibly with local resilience partnerships to plan and deliver responses to COVID-19 and other major incidents
- Support policing in local communities with equitable and effective access to national and specialist policing services
- Evaluate and implement next phase of the Contact Assessment Model
- Mainstream and embed Police Scotland's Equality Outcomes in Police Scotland and our services
- Influence wider multi-agency investigation, intervention and support tailored to individual needs, to seek to better understand and prevent repeat victimisation

Strategic Outcome 3

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

Police Scotland objectives are to:-

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

Operation TALLA 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 Contact and Engagement	PQ	<ul style="list-style-type: none"> • How is Police Scotland measuring and improving public confidence and satisfaction in our police service? • How is Police Scotland improving public contact access to its services?
	MI	<ul style="list-style-type: none"> • Percentage of respondents that agree or strongly agree they have confidence in local policing (Your Police) • Percentage of respondents who feel either very safe or fairly safe in their area (Your Police) • Percentage of respondents that agree or strongly agree that the police listen to concerns of local people (Your Police) • Percentage of callers saying it was easy or very easy to contact the police (User Experience) • Percentage of callers satisfied or very satisfied with initial contact method (User Experience) • Percentage of callers feeling that the police provided the appropriate response (User Experience) • Percentage of callers feeling satisfied with the way they were treated by the officers who attended the incident (User Experience) • Percentage of callers feeling they were adequately informed about the progress made, where applicable (User Experience)

Public Trust	PQ	<ul style="list-style-type: none"> • Are Police Scotland resolving complaints efficiently and fairly? • What organisational learning and improvement are Police Scotland taking from the new complaints handling model? • How does Police Scotland manage its data with respect to maintaining ethical and privacy considerations?
	MI	<ul style="list-style-type: none"> • Complaints from members of the public (by category) • Total number of allegations from members of the public • Percentage of complaints handled within statutory timescales • Percentage of complaints conducted at Front Line Resolution (FLR) • Percentage of closed allegations which were upheld • Number of PIRC Complaint Handling Reviews (CHRs) • Number of allegations considered by PIRC (CHRs) • Percentage of these allegations assessed as handled to a reasonable standard

Partnerships	PQ	<ul style="list-style-type: none"> • How effective is Police Scotland's collaboration with partners to deliver shared priorities?
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Evidence - Insights

The following 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.
- The Your Police survey measures public confidence and engagement with police.
- The User Experience survey measures public satisfaction in the police service, engagement with police staff and officers and if we provide an accessible and relevant service.
- The Scottish Crime and Justice survey measures public confidence in police at a national level and the 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 audience reached, key findings and actions taken.
- Academic research insights – our research tracker shows 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 following outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2021/22:

- Engage with the public, communities and partners on new approaches / methodologies within policing, in accordance with our rights based approach to policing
- Ensure a transparent, strong and consistent ethical oversight that maintains public trust and confidence in policing
- Enhance analysis and insights to support high levels of public confidence in policing
- Improve public and stakeholder confidence to enhance reporting of crime, especially domestic abuse, sexual crime, hate crime and human trafficking
- Involve the public and partners in shaping change, innovation and continuous improvement through effective engagement and consultation
- Work with partners to support delivery of the Scottish Government's new Road Safety Framework, effectively contributing to the safe system approach. Continue deployment of proactive diversionary operations
- 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

Strategic Outcome 4

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

Police Scotland objectives are to:-

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

Operation TALLA objectives are to:-

- Protect safeguard and support our officers and staff, throughout the period of the pandemic

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	<ul style="list-style-type: none"> • How are Police Scotland using results from “Your Voice Matters” survey to shape future developments on staff wellbeing? • How well does Police Scotland manage staff and officer absence rates?
	MI	<ul style="list-style-type: none"> • Percentage of working days lost for police officers and staff • Average working days lost for police officers and police staff • Number of work days lost to psychological disorders for police officers and police staff • Number of occupational health referrals • Number of TriM referrals • Number of Employee Assistance Programme (EAP) referrals • Percentage of referrals accessing counselling / other support • Number of officers / staff who have downloaded the 87% Wellbeing App • Number of RIDDOR incidents • Common assault of emergency workers (Police Officer / Police Staff) – number of offences • Percentage of assaults leading to injury • Number of assault RIDDORS • Number of assault RIDDORS per 1k employment

Workforce Development	PQ	<ul style="list-style-type: none"> • How effective is Police Scotland’s workforce development? • How are Police Scotland enhancing leadership training?
	MI	<ul style="list-style-type: none"> • Number of attendees for operational safety training and first aid courses to all police officers • Number of training days and attendees (officers and staff) • Number of training days undertaken by E learning, distance learning and MS teams • Number of people undertaking mental health awareness training

Workforce Demographic	PQ	<ul style="list-style-type: none"> • How does Police Scotland proactively promote and support equality and diversity initiatives?
	MI	<ul style="list-style-type: none"> • Force profile by sex, race, disability, sexual orientation, age • Promotion profile by sex, race, disability, sexual orientation, age • Recruitment profile by sex, race, disability, sexual orientation, age

Evidence - Insights

The following outlines insights that are aligned to this outcome:

- Academic research (Professor Duxbury) into frontline wellbeing.
- Qualitative insights from the Your Voice Matters survey findings.
- Qualitative insights from a series of focus groups set up to review how we manage their health and safety.
- Police Scotland’s Citizen Space includes divisional colleagues 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 following outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2021/22:

- Ensure the safety and wellbeing of our people in the planning and delivery of all major events including COP-26
- Continue to develop and improve services available to support mental, emotional and physical wellbeing
- Your Safety Matters – improve support available to officers and staff when they are victims of assault. Progress prevention activity with regards to Your Safety Matters
- Publish wellbeing study and support divisional People Boards to address issues
- Public consultation and wider engagement programme on the introduction of Body Worn Video
- Design, develop and implement a refreshed People Strategy for Police Scotland
- Implementation of Strategic Workforce Plan with an appropriate balanced workforce mix
- Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty
- Proactively promote and support equality and diversity initiatives

Strategic Outcome 5

Police Scotland is sustainable, adaptable and prepared for future challenges

Police Scotland objectives are to:-

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

Operation TALLA objectives are to:-

- Renew and rebuild our working practices in a way that captures organisational learning and seeks out opportunities for continuous improvement
- 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 and 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	<ul style="list-style-type: none"> • How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?
	MI	<ul style="list-style-type: none"> • Maintaining a balance budget – Financial monitoring report tracking and forecasting a balanced budget by Year End • Procurement compliance - Percentage of regulated spend undertaken compliantly in line with purchasing policy
Fleet / Estates	PQ	<ul style="list-style-type: none"> • What progress is Police Scotland making in the delivery of its Fleet and Estates strategies?
	MI	<ul style="list-style-type: none"> • Average age of fleet • Vehicle availability (Percentage of fleet) • Proportion of vehicles that are ULEV (Percentage of fleet) • Percentage footprint of the estate which is co-located / shared with our partners • Percentage footprint of the estate that is in good or better condition • Total carbon emissions per m2 of estate • Reduction in Co2 emissions

Technology	PQ	<ul style="list-style-type: none"> What progress is Police Scotland making in the delivery of its DDICT Strategy?
Benefits Realisation	PQ	<ul style="list-style-type: none"> How is Police Scotland's Change Portfolio improving service delivery?
	MI	<ul style="list-style-type: none"> Cashable benefits (planned / forecast / delivered) Benefits realisation – Non-cashable officer efficiencies (planned / forecast / delivered) Benefits realisation – Non-cashable staff efficiencies (planned / forecast / delivered)

Annual Police Plan Activity

The following outlines activities from our Annual Police Plan that will be incorporated into our quarterly performance reports for 2021/22:

- Continue to develop and implement a prioritised change portfolio
- Continue to transform our corporate services to create maximum use of resources
- Implement Police Scotland's Environmental Strategy
- Embed environmental sustainability into the delivery of the policing of large scale events such as COP-26
- Continue implement of the Fleet Strategy including the roll out of Ultra-Low Emission Vehicles and associated infrastructure
- Continue the implementation of the Estates Strategy including exploring the scope for further co-location with partners
- Implement phase 2 of the Digitally Enabled Policing Programme including mobile working
- Refresh the Data, Digital and ICT Strategy to establish a three year rolling capital investment plan to meet key technology requirements for operational policing

Equality Outcomes Proposed Measures and Insights

Police Scotland and Scottish Police Authority Joint Equality Outcomes for Policing 2021 Draft Performance Measures.

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 1: Reporting Hate Incidents – Confidence and Support</p> <p>Victims, witnesses and partner agencies feel confident to report hate incidents and receive a consistent level of response and support</p>	<p>Establish baseline confidence levels from Partners and Groups who represent and support victims of Hate Crime using their feedback to inform service delivery</p>	<p>Strategic Outcome 1:</p> <ul style="list-style-type: none"> Threats to public safety and wellbeing are resolved by a proactive and responsive police service
	<p>Evaluate the outcome and impact of Campaigns we deliver or participate in</p>	
	<p>Capture, share and implement best practice and learning gathered through use of Hate Crime Advisers and Community feedback</p>	<p>Strategic Outcome 3:</p> <ul style="list-style-type: none"> The public, communities and partners are engaged, involved and have confidence in policing
	<p>Monitor the Number of Hate Crimes, detections and incidents</p>	
	<p>Third Party Reporting – Improvement in use of these centres</p>	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 2: Accessibility of Services and Communication</p> <p>People from and across protected groups access services, communication and information provided by Police Scotland and SPA in ways or methods that best suit their needs</p>	<p>Updates from Modernised Contact and Engagement Programme on progress in improving accessibility mediums</p>	<p>Strategic Outcome 2:</p> <ul style="list-style-type: none"> The needs of local communities are addressed through effective service delivery <p>Strategic Outcome 3:</p> <ul style="list-style-type: none"> The public, communities and partners are engaged, involved and have confidence in policing
	<p>UCCP progress through DDICT Programme</p>	
	<p>Corporate Communications strategy and Professionalism overview of standards for publication of documents and communication</p>	
	<p>User Satisfaction Survey</p>	
	<p>Your Police and other targeted surveys</p>	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 3: Meaningful Engagement</p> <p>People from and across protected groups are meaningfully engaged, with their insight, expertise and lived experience being used to prioritise prevention and improve our joint services</p>	<p>E&D Forum alongside Local Policing and Specialist Divisions promoting engagement opportunities</p>	<p>Strategic Outcome 3:</p> <ul style="list-style-type: none"> The public, communities and partners are engaged, involved and have confidence in policing
	<p>Public Engagement Framework - Seldom Heard Communities - will ensure there is guidance for seldom heard communities – expanding engagement activities with protected communities, groups and individuals</p>	
	<p>Corporate Parenting Plan - 2021-24 – engagement with care experienced children, young people and adults</p>	
	<p>“Not at Home” – Reducing policing interaction with missing children from residential or foster accommodation</p>	
	<p>User Satisfaction Survey</p>	
	<p>Your Police and other targeted surveys</p>	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 4: Violence Against Women and Girls – Confidence and Support</p> <p>Women and girls at risk of becoming victims of violence, and those facing violence, are safer and confident that the police are responsive to their needs</p>	Child Sexual Abuse by gender*	<p>Strategic Outcome 1:</p> <ul style="list-style-type: none"> Threats to public safety and wellbeing are resolved by a proactive and responsive police service
	Human Trafficking indicators drawn from performance framework once approved	
	Number of Domestic Homicide crimes by gender	
	Domestic Abuse by gender – number of crimes (DASA offences)	
	Number of DSDAS applications (power to tell / right to ask)	
	Evaluation of national campaigns	
	Update on work being undertaken with Victim Support Scotland (from strategy & insights)	
	Survivor Engagement Strategy – feedback and insight from victims of sexual violence used to look at service delivery / policy etc.	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 5: Workforce Insights</p> <p>We use timely insights from workforce diversity monitoring to support evidence based planning and decision making</p>	<p>Proportion of E&D monitoring reports published in a timely manner</p>	<p>Strategic Outcome 4:</p> <ul style="list-style-type: none"> Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty Proactively promote and support equality and diversity initiatives
	<p>Number of EqHRIAs completed / published</p>	
	<p>Insights on how Police Scotland and SPA promote the inclusion of E&D updates in primary / management board briefing papers</p>	
	<p>Insights from equality, diversity and inclusion activities in National and Divisional plans</p>	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 6: Leadership</p> <p>Our leaders have the right skills and confidence to lead in relation to equality, diversity, inclusion and human rights</p>	<p>Number of equality, diversity and inclusion training days delivered</p>	<p>Strategic Outcome 4:</p> <ul style="list-style-type: none"> Engage and support performance and development throughout the service Enhance leadership training considering recommendations from the HMICS Thematic Inspection of Police Scotland Training and Development Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty Proactively promote and support equality and diversity initiatives Promotion of ongoing mentoring scheme and approach to coaching
	<p>Insights on the improvement in managers' knowledge and confidence in relation to equality, diversity and inclusion (from course evaluation and staff survey)</p>	
	<p>Insight into how Police Scotland and SPA are providing simplified and accessible management information, tools, procedures, guidance and communications relating to equality, diversity and inclusion</p>	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 7: Officer / Staff Retention</p> <p>Resignation rates of under-represented groups are proportionate to our current workforce profile</p>	Proportion of leavers who resign that are from under-represented groups	<p>Strategic Outcome 4:</p> <ul style="list-style-type: none"> Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty Proactively promote and support equality and diversity initiatives
	Insights from Exit interviews	
	Insights from People Survey	
	Insights from Diversity Staff Associations, Trade Unions and Staff Associations	

Equality Outcome	Proposed Measures & Insights	Link to Annual Police Plan / Performance Framework
<p>Equality Outcome 8: Recruitment and Progression</p> <p>We have inclusive recruitment and promotion processes in place that prevent unnecessary barriers affecting under-represented groups</p>	Increase in workforce representation of under-represented groups (workforce & rank / grade profiles)	<p>Strategic Outcome 4:</p> <ul style="list-style-type: none"> Promote equality and diversity, both externally and internally, striving to exceed the requirements of the Scottish Public Sector Equality Duty Proactively promote and support equality and diversity initiatives Develop bespoke resourcing / recruitment models for business areas
	Insights into how Police Scotland and SPA are using positive action events and activities	
	Proportion of newly appointed recruits from under-represented groups	
	Proportion of newly promoted officers and staff from under-represented groups	

Appendix A – Summary of Management Information

(Highlighted MIs are the Measures of Progress)

Outcome 1 – Threats to public safety and wellbeing are resolved by a proactive and responsive police service	
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 rate
14	Cause to be Present Sex Act / To 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 purpose 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	Rape – number of crimes and detection rate (incl. recent / non-recent breakdown)

20	Proportion of rape non-recent
21	Group 2 crime – number of crimes and detection rate (incl. recent / non-recent breakdown)
22	Proportion of group 2 crime non-recent
23	Number of Serious Organised Crime Groups (SOCG) nominal arrests
24	Value of Proceeds of Crime Act (POCA) seizures
25	Number of groups and individuals on SOCG map
26	APMIS data reported monthly including number of proactive disruptions
27	Number of county lines groups
28	County lines origin areas
29	County lines impact areas
30	Domestic abuse – number of crimes and detection rate
31	Domestic abuse – number of incidents
32	Proportion of domestic abuse incidents resulting in a crime report
33	Percentage of domestic abuse initial bail checks that are conducted within 24 hours
34	Domestic Abuse Scotland Act (DASA) – number of crimes
35	Domestic abuse (of female) – number of crimes (Equality Outcome 4)
36	Domestic abuse (of male) – number of crimes (Equality Outcome 4)
37	Offences of stalking – number of crimes and detection rate
38	Number of stalking and harassment incidents
39	Missing Person Demand - number of missing persons investigations & incidents
40	Missing Person Demand – total number and percentage of missing persons who have gone missing previously
41	Missing Person Demand – average and total length of time missing
42	Partner Demand – total number of missing persons from NHS, Young Persons Units and Foster Care locations
43	Percentage of missing persons traced alive
44	Percentage of missing persons traced deceased

45	Percentage of missing persons missing from home address
46	Percentage of missing persons missing from children's home
47	Percentage of missing persons that are children
48	Percentage of missing persons by type (wanted / absconder / looked after adult)
49	Incident demand – number of concern for people incidents (code 72)
50	Incident demand – number of missing persons incidents (code 25)
51	Number of registered sex offenders (RSOs)
52	Number of registered sex offenders (RSOs) who reoffend
53	Number of offences committed by Registered Sex Offenders (RSOs)
54	Number of sexual offences committed by Registered Sex Offenders (RSOs)
55	Number of RSOs who reoffend with a sexual offence
56	Divisional compliance with 1:25 Offender Manager to RSO ratio
57	Proportion of public order trained officers
58	Number of public order / VDP (Violent Deranged Person) deployments
59	Number of football duties deployments
60	People killed on our roads
61	People seriously injured on our roads
62	Children (aged <16) killed on our roads
63	Children (aged <16) seriously injured on our roads
64	People slightly injured on our roads
65	Drink, Drug driving offences incl. Failure to provide a specimen – number of detections
66	Stop and search compliance rate (%)
67	Number of stop and searches
68	Proportion of stop and searches that are positive
69	Percentage of stop and searches of under 18's

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

70	Number of 999 / 101 calls
71	Average call answer time for 999 / 101 calls
72	Number of 999 / 101 calls that do not result in an incident / crime
73	Level of complaints received relative to C3s handling of 999 / 101 calls
74	Incident Demand – total number of incidents raised
75	Incident Demand - number and percentage of incidents by response type
76	Incident Demand - percentage of incidents which lead to a crime
77	Incident Demand – Percentage of incidents requiring police response
78	Partner Demand – total number of external force request incidents
79	Number of requests for specialist services supported or partially supported, by type
80	Number of requests for specialist services unsupported, by type
81	Proportion of officers trained in specialist support roles, by type
82	Number of Major Investigation Team (MIT) deployments
83	Total number of incidents by category
84	Group 3 crime – number of crimes and detection rate
85	Fraud – number of crimes and detection rate
86	Number of antisocial behaviour incidents reported by the public
87	Number of complaints regarding disorder
88	Wildlife crime – number of crimes and detection rate
89	Hate crime – number of crimes and detection rate (Equality Outcome 1)
90	Number of hate incidents (Equality Outcome 1)
91	Volume of cases submitted into Criminal Justice System
92	Number of ASB Fixed Penalties issued
93	Number of persons brought into police custody

94	Proportion of arrested persons held for court
95	Proportion of arrested persons released on an undertaking
96	Proportion of persons released on investigative liberation
97	Number / Proportion of persons re-arrested
98	Number / Proportion of arrested persons with alcohol addiction
99	Number / Proportion of arrested persons with drug addiction issues
100	Number of arrested persons referred to partners
101	Number of younger children arrested and brought into police custody
102	Number of younger children held for court
103	Number of older children arrested and brought into police custody
104	Number of older children held for court

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

105	Percentage of respondents that agree or strongly agree they have confidence in local policing (Your Police) (Equality Outcome 3)
106	Percentage of respondents who feel either very safe or fairly safe in their area (Your Police) (Equality Outcome 3)
107	Percentage of respondents that agree or strongly agree that the police listen to concerns of local people (Your Police) (Equality Outcome 3)
108	Percentage of callers saying it was easy or very easy to contact the police (User Experience) (Equality Outcome 2 & 3)
109	Percentage of callers satisfied or very satisfied with initial contact method (User Experience) (Equality Outcome 2 & 3)
110	Percentage of callers feeling that the police provided the appropriate response (User Experience) (Equality Outcome 2 & 3)
111	Percentage of callers feeling satisfied with the way they were treated by the officers who attended the incident (User Experience) (Equality Outcome 2 & 3)
112	Percentage of callers feeling they were adequately informed about the progress made, where applicable (User Experience) (Equality Outcome 2 & 3)
113	Complaints from members of the public (by category)
114	Total number of allegations from members of the public
115	Percentage of complaints handled within statutory timescales
116	Percentage of complaints concluded at Front Line Resolution (FLR)
117	Percentage of closed allegations which were upheld
118	Number of PIRC Complaint Handling Reviews (CHRs)
119	Number of allegations considered by PIRC (CHRs)
120	Percentage of these allegations assessed as handled to a reasonable standard

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

121	Percentage of working days lost for police officers and police staff
122	Average working days lost for police officers and police staff
123	Number of work days lost to psychological disorders for police officers and police staff
124	Number of occupational health referrals
125	Number of TRiM referrals
126	Number of Employee Assistance Programme (EAP) referrals
127	Percentage of referrals accessing counselling / other support
128	Number of officers / staff who have downloaded the 87% Wellbeing App
129	Number of RIDDOR incidents
130	Common assault of emergency workers (police officer / police staff) – number of offences
131	Percentage of assaults leading to injury
132	Number of assault RIDDORS
133	Number of assault RIDDORS per 1k employment
134	Number of attendees for operational safety training and first aid courses to all police officers
135	Number of training days and attendees (officers and staff)
136	Number of training days undertaken by E learning, distance learning and MS teams
137	Number of people undertaking mental health awareness training
138	Force profile by sex, race, disability, sexual orientation, age (Equality Outcome 8)
139	Promotion profile by sex, race, disability, sexual orientation, age (Equality Outcome 8)
140	Recruitment profile by sex, race, disability, sexual orientation, age (Equality Outcome 8)

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

141	Maintaining a balanced budget – Financial monitoring report tracking and forecasting a balance budget by Year End
142	Procurement compliance – Percentage of regulated spend undertaken compliantly in line with purchasing policy
143	Average age of fleet
144	Vehicle availability (Percentage of fleet)
145	Proportion of vehicles that are ULEV (Percentage of fleet)
146	Percentage footprint of the estate which is co-located / shared with our partners
147	Percentage footprint of the estate that is in good or better condition
148	Total carbon emissions per m2 of estate
149	Reduction in Co2 emissions
150	Benefits realisation – Cashable benefits (planned / forecast / delivered)
151	Benefits realisation – Non-cashable officer efficiencies (planned / forecast / delivered)
152	Benefits realisation – Non-cashable staff efficiencies (planned / forecast / delivered)

