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| Meeting | Authority Meeting |
| Date | 21 March 2024 |
| Location | COSLA, Edinburgh |
| Title of Paper | Committee and Oversight Group Reports |
| Presented By | Committee and Oversight Group Chairs/Members |
| Recommendation to Members | For Discussion |
| Appendix Attached | Yes – Performance Executive Summary |

PURPOSE

To provide the Authority with an update on business progressed through the following meetings which have met since the last Authority Meeting:

- Police Negotiating Board
- Complaints and Conduct Committee
- People Committee
- Policing Together Oversight Group
- Policing Performance Committee
- Resources Committee

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| Committee | Chair/Member | Meeting Date | Page |
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| Police Negotiating Board | Jane Ryder | 14.2.23 | 3 |
| Complaints and Conduct Committee | Katharina Kasper | 27.2.24 | 5 |
| People Committee | Fiona McQueen | 28.2.24 | 8 |
| Policing Together Oversight Group | Tom Halpin | 1.3.24 | 12 |
| Policing Performance Committee | Alastair Hay | 12.3.24 | 14 |
| Resources Committee | Grant Macrae | 20.2.24 + 13.3.24 | 16 |

Summary report from Police Negotiating Board Scotland and Scottish Police Consultative Forum

14 February 2024

Jane Ryder, Chair

POLICE NEGOTIATING BOARD SCOTLAND

Since the previous update to the 30 November 2023 Authority meeting the PNBS met on 14 February 2024. The main focus of the meeting related to

- the independent research agreed as part of the police officer pay deal for 2023/24
- the development of a PNBS Operations Guide

Independent Research

The police officer pay deal for 2023/24 resulted in an agreement to commission an independent review/review into police officer pay and benefits. The agreement confirmed there would be two elements:

- Wage Growth (Stage One): consideration of benefits and risks and possible mechanisms to ensure appropriate wage growth within policing going forward from 2025/26
- Pay and Benefits (Stage Two): to fully consider the unique nature of the officer role in society with both sides having the opportunity to directly feed in views as to:
 - Key strategic principles that would inform such a review/research
 - Relevant comparators/factors that should be taken into consideration

The key purpose and outcome of the research will be to provide a shared evidence-base to support collaborative working with regards to future pay and benefits negotiations.

The priority area of research relates to wage growth to inform 2025/26 pay negotiations with the aim being to have the wider research completed in advance of 2026/27.

A Request for Information was submitted on the Public Contracts Scotland website in early 2024, which provided useful feedback to inform the

formal tender document. It also identified there will likely be significant interest with 19 organisations registering an interest. The formal tender will shortly progress and the work is on track to deliver Stage One to then inform 2025/2026 pay negotiations.

PNBS Guide

A PNBS Review Group was established in November 2023. This group has collaboratively worked to establish a PNBS Operations Guide to support the creation of PNBS. This will ensure the newly established PNBS Constitution is supported by a practical guide that clearly sets out working practices.

New and improved ways of working were piloted at the PNBS in February 2024 and it is anticipated the new PNBS Operations Guide will be circulated in the coming weeks. It is anticipated that this will greatly improve and simplify the induction process for any new SPA member joining the PNBS.

SCOTTISH POLICE CONSULTATIVE FORUM

The SPCF meets on 19 March 2024 where the focus of discussion will be:

- considering potential regulatory implications associated with HMICS recommendations in relation to vetting
- policing mental health
- providing a progress update on a regulatory review of Ill Health Retirement and Injury on Duty

Summary report from Complaints and Conduct Committee

27 February 2024

Katharina Kasper, Chair

The formal minute of the public items of business will be available at the meeting scheduled for Complaints & Conduct Committee. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed at: [Complaints and Conduct Committee - 27 February 2024](#)

MAIN ITEMS OF BUSINESS

- Police Scotland PSD Quarterly Performance Report (Q3)
- SPA Quarterly Report (Q3)
- PIRC Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q3)
- Police Scotland – Professionalism and Preventions
- Police Scotland Vetting Overview
- Police Scotland Historic Data Wash Report
- HMICS Assurance Review of Vetting – Action Plan

KEY ISSUES RAISED

- **PS PSD Quarterly Performance Report (Q3)** Members also welcomed the standard statistical information on the overarching performance activity in relation to complaints and conduct matters about PS for period (1 April 2023 – 31 December 2023). Members welcomed improvement of the report in terms of transparency and responsiveness to information that members are requesting. Members have requested more detail in relation to what is being done in terms of benchmarking with other forces and what improvement action is being taken to look at methodology to improve timescales. Members have also requested an extract of some cases to show some of the complexities faced by PS. Members have also requested high-level explanations for closed complaints that took longer than 56 days.

- **SPA Quarterly Report (Q3)** Members were provided with a report on complaints and conduct matters including key statistics reflecting the position at the end of Q3, 2023/24. Members were also provided with an update on findings from dip-sampling of Police Scotland complaints from Q1, 2023/24.
- **PIRC Quarterly Report on PS Handling of Complaints and Investigation Referrals (Q3)** Members welcomed a report noting information in relation to PIRC Complaint Handling Reviews and Investigation Referrals. The report included key statistics reflecting the position for Q3, 2023/24. Members sought clarity on why PS had not responded to a number of recommendations stemming from Complaint Handling Reviews, and have been assured that some recommendations are complex, with challenging timescales and although there has been no formal response they are in hand by PSD. In relation to the investigation referrals, the committee were provided with an explanation on the assessment of referrals which do not make it to the investigation stage. The committee were assured that every single referral is reviewed and assessed, even if it is not considered that an investigation is required.
- **Police Scotland Professionalism and Preventions** Members were encouraged by the level of transparency in relation to referrals within Police Scotland that have a sexual circumstance, including both, complaints made by members of the public, and internal complaints by officers or staff. Members acknowledged that providing more detail on specific cases could lead to individuals being identifiable, which is not appropriate in a public forum. The committee have the opportunity to consider cases in more detail in the private session and are always mindful of the principle of proportionality around what can be discussed in public and private.
- **Police Scotland Vetting Overview** Members were provided with an overview of the ongoing work to understand whether there is any disproportionality within the vetting process and to provide a progress update. Members look forward to regular reports in this area and have agreed to a joint deep dive with the People Committee in relation to the of analysis of any disproportionality by protected characteristic within recruitment and selection checks (including vetting.)
- **Police Scotland Historic Data Wash** Members welcomed a clear and reassuring report, explaining the 25,505 lines of data checked. Members were assured that a significant proportion of these checks

were 'false positives', and that the approach taken to discount these matches was aligned with that of other police forces.

- **HMICS Assurance Review of Vetting – Action Plan** The committee were provided with a report detailing Police Scotland's Action Plan to address the recommendations contained within the recent HMICS Assurance review of vetting policy and procedures within Police Scotland report, published on 03 October 2023. Members have advised PS to present action plan (including timescales) to Committee following HMICS sign-off.

PRIVATE ITEMS DISCUSSED

- Police Scotland Conduct Report
- SPA Ongoing Complaints Update

CONCLUSIONS/ACTIONS REACHED

Members **AGREED** that SPA officials should progress a joint deep dive between Complaints & Conduct and People Committee in respect of analysis of any disproportionality by protected characteristic within recruitment and selection checks (including vetting). PS to consider the approach to understanding complainant satisfaction (aside from proportion who seek a review), including exploration of practice elsewhere, with a view to discussing as part of the future deep dive.

Members **AGREED** the need for future public reports outlining what is considered a reasonable timescale for complaint closure and planned improvement actions (and associated timescales) to reach that position for majority of cases (with scope for this to additionally be discussed at future deep dive). Within the same report, provide a breakdown of cases which are taking longer to deal with, illustrating some of the complexities involved via a dip sample of individual cases. Finally, outline action to benchmark complaint handling resources and timescales, including examination of resources against demand.

Members **AGREED** that for future public reports provide high-level explanation for closed complaints which took longer than 56 days; and introduce reporting in private on any ongoing individual cases which are taking longer than 12 months to complete, with explanation of reason for the delay.

Members **AGREED** the need for PS to present action plan (including timescales) to Committee following HMICS sign-off.

Summary report from People Committee

28 February 2024

Fiona McQueen, Chair

The formal minutes of the public items of business will be available at the meetings scheduled for 30 May 2024. These will also be published on the SPA's website. A full recording of the public items of business taken at these meetings can be accessed at [Scottish Police Authority People Committee - 28 February 2024 | Scottish Police Authority \(spa.police.uk\)](https://spa.police.uk)

ITEMS OF BUSINESS CONSIDERED

- Quarterly reports for wellbeing, workforce, policy assurance, and health and safety
- Ill health retirement review
- HMICS Review of Culture in Police Scotland
- Sex equality and tackling misogyny impact measures report
- People Strategy and Strategic Workforce Planning implementation plans
- Forensic Services People Update
- Certificate of Assurance Process
- Health and Safety 3-year strategic action plan
- Bi-annual Leadership and talent report
- Recruitment and protected characteristic impact report
- Estates compliance report
- Pension forfeiture
- VR/VER and Pay

KEY ISSUES RAISED

- **Wellbeing and Inclusion**
 - **Ill health retirement review closure report.** Members welcomed the updates provided but reiterated the requirement for more data and themes to drive assurance. Members heard an independent evaluation of wellbeing was being undertaken which would include similar analysis.

- **HMICS Review of Culture in Police Scotland.** HMICS presented their report and discussion focussed on the impact of resource on both the findings and the ability to address recommendations. The Committee encouraged Police Scotland to not allow lack of resource to impact work to address and that the response should be long-term focussed rather than a short-term fix. The Committee discussed the findings in relation to probationer training and the disconnect between senior and middle management on management style and behaviour. HMICS confirmed it was not unreasonable that Police Scotland requested a four-month turnaround for its response and action plan. The Committee expect this to be reported to its next meeting in May.
- **Sex Equality and tackling misogyny impact measures.** Whilst noting the work is described as in discovery phase, Members were assured it is being progressed at pace and aligned to day-to-day business. Members were informed work continues in relation to flexible working opportunities for officers. Whilst flexible working figures align with ONS statistics, as this is the status quo, further analysis was required on why some applications are refused and the links and/or impacts between flexible working and career progression.
- **Strategy, Policy and Planning**
 - **People Strategy and Strategic Workforce Planning.** Members were advised work was ongoing for implementation plans to be presented to the May Committee.
 - **Q3 Workforce Report.** The Committee discussed the length of time recruitment takes and the associated risks of losing interested applicants. The Committee also discussed absence targets and heard there would not be one figure due to the difference in roles across the organisation, however, there would be an aspirational number to align against strategy.
 - **Q3 Policy Assurance Report.** Members were assured all policies are legally compliant, but work continues to ensure all are consistent in tone and accessibility. People and Development continue to work with Policing Together to identify gaps and reprioritise.

- **Forensic Services People Update.** Following governance reporting changes, the Committee received an inaugural update from Forensic Services on people related matters. Discussion focused on recruitment processes and the challenges in backfilling posts vacated by those successful for progression opportunities. Members welcomed the introductory report and requested future reports include outcome measures and evidence for assurance.
- **VR/VER.** The Committee was told the number of applicants following the closing of the recent VR/VER scheme and were informed of the next steps and commitment to initial timescales.
- **Health and Safety.** Members welcomed the commentary within the Q3 report but requested further detail on comparative data and trends. Discussion focussed on injuries to people in custody where Members were informed these are reported as third-party incidents and reported to the internal Health and Safety Board. The Committee were also provided with an overview of estates health and safety responsibilities and assurance was received that correct record keeping and appropriate governance routes were in place.
- **Recruitment.** Members were encouraged by the data provided and the sustained levels of BAME recruits. However, concern was raised on the drop of female recruits. The Committee was informed the number of female applicants was proportionate to the number of female recruits therefore focus required was on attracting applicants and improving recruitment processes. The Committee were advised that Police Scotland are committed to encouraging female applicants and there was discussion around how People Committee would be given assurance that the working environment of Police Scotland was sufficiently flexible.
- **Leadership and Talent.** Members welcomed the report where discussion focussed on training. The Committee requested a position paper on steps taken to mitigate against training issues from an EDI perspective is provided to the next meeting. The Committee also expects to receive a report on mandatory and statutory training and how the organisation ensures all staff had completed the appropriate education and training.

CONCLUSIONS/ACTIONS REACHED

The Committee acknowledge the detail and commentary provided from all papers but continue to seek more data and evidence-based measures to provide the required assurance. Lead officers from SPA and Police Scotland will work together to ensure the appropriate metrics are incorporated into future reports from various areas. The majority of open actions are in relation to this effort.

Summary report from Policing Together Oversight Group

1 March 2024

Tom Halpin, Chair

ITEMS OF BUSINESS

- Policing Together Programme 2023 Achievements and Priorities/Milestones for 2024
- Review of key policies with specific EDI Implications – findings update
- Flexible and Part time working – next steps

KEY ISSUES RAISED

The members of the Oversight Group agree there clearly a commitment by Police Scotland to delivery cultural change and the intent, effort and overall volume of Policing Together activity is all recognised and commended by Members. Attendees however agree that work is required to improve the reporting of progress and impact so that the Authority is assured in respect of delivery of Policing Together outcomes, prioritisation and pace of work and evidence of impact on the workforce and on public confidence. DCC Spiers confirmed Members could expect a vision for 2027, and how progress towards this will be measured, at the next meeting of the Oversight Group.

An update was considered which told the Group about work being done to re-engage the workforce through use of simple, pithy messaging. Members have clarified their wish to be assured there is a shared understanding across all areas of the organisations so that siloed working is not seen and prioritisation of initiatives is made by the Executive and is communicated and understood by everyone in the organisation.

CONCLUSIONS REACHED/ACTIONS

The Group feels that the aims of Policing Together have not yet been clearly articulated by Police Scotland to the workforce and public so they will understand what is being worked towards and how they will know, see and feel that changes have had the desired impact. Members have requested sight of a clear statement/s which will succinctly explain the ambitions and for there to be an explicit commitment to a culture which

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welcomes anyone who does not experience the overall aim, to feel comfortable to say so.

Overall, The Policing Together Oversight Group continues to seek assurances from Police Scotland, working with SPA Forensics and SPA Corporate that the arrangements are in place to report and track impact and progress across all areas of Policing Together activity; and that these arrangements are sufficient to demonstrate progress in the delivery of the objectives and outcomes of Policing Together.



Summary report from Policing Performance Committee

12 March 2024

Alastair Hay, Chair

The formal minute of the items of business will be available at the meeting scheduled for June 2024. This will also be published on the Authority's website.

A full recording of the items of business taken at this meeting can be accessed at https://youtu.be/4OqTzDxRH_Y

MAIN ITEMS OF BUSINESS

- Performance and Improvement Reporting
- Public Confidence and Partnership Activity
- Oversight of Operational Policing Issues

Performance Reporting and Improvement Activity

- The refreshed format Q3 Performance Report was discussed at length. The Committee welcomed a focus on key insights from data, improved reporting on areas of exception, regional variations and overall improved transparency.
- Police Scotland re-stated its commitment to further reporting improvements to support Authority oversight and scrutiny with data and insight.
- The Committee considered several examples of how performance data is being used to inform operational priorities and tasking decisions, and noted recent examples of when performance data has been used to flex approaches and improve performance in practice.
- The Committee welcomed and supported this data-led decision-making approach. where Practical examples are providing growing evidence base and assurance to the Authority of a whole system that allows informed decisions to keep the people of Scotland safe.
- The Committee consider that benchmarking is now embedded in Police Scotland's approach to ongoing performance reporting to the committee and the wider public. Guiding Principles of the

Benchmarking Framework will further support an appropriate approach to Benchmarking going forward.

Public Confidence and Partnership Activity

- The Committee considered several updates on a number of ongoing projects with a focus on understanding public confidence and developing partnership working and stakeholder engagement. Commitment was made to identifying and exploring any opportunities for collaboration.
- Members heard that work continues to discharge HMICS recommendations made in assurance reviews and the Committee particularly welcomed the update that this improvement activity will discharge specific recommendations and embed wholesale change across the organisation in how policing is delivered.
- The Committee was supportive of the impressive work being reported by the International Development Unit as showcased in their Annual Report. Recognising the obvious benefits for those with whom Police Scotland share knowledge and expertise, the Committee would like to understand how the skills gained by officers is positively impacting the rest of Police Scotland, and how the objectives outlined in the Unit's strategy will be considered in the revised model of policing.

Operational Policing Policy

- Members considered an evaluation report on the Proportionate Response to Crime Pilot carried out in the North East. Members were satisfied that Police Scotland addressed members queries around the evaluation findings and supported the plans to roll this approach out, on a phased basis, across the rest of the country.
- Members requested that continual evaluation and capturing of learning and improvement through evaluation is reported to the Authority. Reporting should focus on public confidence, user satisfaction and prioritisation of threat risk and harm.

Conclusions Reached

Building on the recognised improvements in the Q3 Report, performance reporting will continue to develop focusing on building public trust, confidence and understanding of the challenges facing Police Scotland and the prioritised actions being taken forward to address these.

Summary report from Resources Committee

20 February and 13 March 2024

Grant Macrae, Committee Chair

The formal minute of the public items of business will be available at the meeting scheduled for 19 June 2024. This will also be published on the SPA's website.

A full recording of the public items of business taken at this meeting can be accessed at [https://youtu.be/ U5ymmoKBjc](https://youtu.be/U5ymmoKBjc)

MAIN ITEMS OF BUSINESS

Financial Monitoring and planning

- Financial Monitoring Report P10 2023/24
- 2024/25 Draft Budget
- Estates Transformation – Engagement Overview and Update
- Estates Continuous Improvement Initiatives Update and Next Steps
- Three estates disposals

Procurement

- Contract awards x 3 (1 NCA)

KEY ISSUES RAISED

Period 10 finance report

- The Committee considered this and heard that that daily monitoring of the budget delivery is being undertaken and this will continue until the end of the financial year. This provided assurance over budget deliverability.
- Police Scotland do not now expect the £5m additional funding to be fully required and dialogue is ongoing with Scottish Government in this regard.
- Members recognise the significant effort made by both finance and operational colleagues to address the budget shortfall in year. A commitment was made to ensuring learning will be formally captured from the current financial year.

2024/25 Draft Budget

- The budget proposals were extensively discussed. The Committee commended the organisational wide involvement to develop the budget.
- Members considered: the financial impact of new legislation, potential emerging budget pressures, the prioritisation of capital and reform budgets and savings deliverability.
- Police Scotland provided assurance that the budget presented was realistic and deliverable. Whilst there are always unexpected occurrences that can emerge, there is confidence in the budget and how it has been allocated. Close monitoring will also be undertaken to ensure that lessons are identified and learned from this year.

Estates and disposals

A comprehensive update was provided in respect of the ongoing Estates Transformation consultation activity. Assurance that both quantitative and qualitative data is being used to fully understand feedback from the public was welcomed by the Committee and the focus on local conversations being used to share and explain future plans with stakeholders was encouraged by the Members.

Contract Awards

The Committee approved two contract awards and recommended a Non-Competitive Action to Scottish Government for approval.

CONCLUSIONS/ACTIONS REACHED

The 2024/25 Draft Budget and Schedule of Rates for Events and Other Services 2024-25 was recommended to the Authority for Approval.

A session to be arranged to discuss and agree how the SPA and Police Scotland will progress the strategic issue of financial impact of legislative change.

SPA to provide guidance on how benefits can be reported to the Committee in the future.

Members approved disposal of three unused former police stations surplus to operational requirements.

Executive Summary

Introduction

This is the third Quarterly report of the 2023/24 performance cycle, reporting on our [Performance Framework](#) and Measures of Progress. This report takes a more holistic approach on reporting against the five strategic outcomes as much of the activity reported will crossover and inform more than one strategic objective.

Our outcomes focused Performance Framework is set by the Joint Strategy for Policing and linked to our strategic planning processes. It aligns to the Strategic Outcomes as detailed in the [2023/24 Annual Police Plan](#), these being:

- **Public Safety and Wellbeing** – threats to public safety and wellbeing are resolved by a proactive and responsive police service
- **Needs of Local Communities** – the needs of local communities are addressed through effective service delivery
- **Confidence in Policing** – the public, communities and partners are engaged, involved and have confidence in policing
- **Working Environment** – our people are supported through a positive working environment, enabling them to serve the public

- **Sustainable and Adaptable Service** – Police Scotland is sustainable, adaptable and prepared for future challenges

This approach provides a wider and more detailed picture of traditional policing performance measures, supplemented with additional insight and narrative to the many different aspects of policing and corporate support functions.

As has previously been reported, the demands placed on officers within our increasingly complex operating environment are becoming more challenging. This report aims to be more streamlined with a focus on identifying exceptions, proactive work to improve outcomes and service delivery, and best practice.

A number of key exceptions, local insights and examples of good proactive/preventative policing during this quarter have been identified and highlighted.

These include:

Key Exceptions

- Serious assaults on officers and staff increasing against last year and five-year mean;
- Reported rape exceeding year-to-date statistical limits;
- 999 calls answered in under 10 seconds benchmarked against UK figures;
- Acquisitive crime repeat offenders up on last year for Total Group 3, housebreakings, shoplifting and theft of motor vehicle crimes.

Local Insights

- Decrease in serious assaults in Greater Glasgow Division compared to their five year mean and analysis of their serious assaults per SIMD and per division;
- Increases in drink, drug driving offences across Scotland by region and division;
- Increased hate crimes recorded across 8 of the 13 local policing divisions;
- Acquisitive crime repeat offenders have increased for shoplifting crimes.

Proactive/Preventative Policing

- Rape detections and the proactive work done in Ayrshire Division to tackle their backlog and prioritise sexual crimes;
- The National County Lines Intensification Week where significant arrests were made, drugs/cash seized and a number of vulnerable persons safeguarded;
- Road policing campaigns aimed at proactively preventing fatalities and injuries on our roads with a number of speeding, insurance and drink, drug driving offences detected;
- Engagement with business partners to tackle and prevent acquisitive crime;
- Preventing Fraud in the East of Scotland through the proactive multi-agency financial triage hub project;
- Identifying vulnerable victims of Fraud through the Banking Protocol.

Terminology within this Report

A new style of table has been included in this section which introduces bar chart and line graph sparklines into our reporting template. The period with the highest volume of crimes/incidents is highlighted red in the bar chart sparkline.

The six-month sparklines cover the period July 2023 to December 2023 whilst the five-year sparklines cover Quarter 3 YTD from 2019/20 to 2023/24. Local insights include disaggregated data.

The following is a key to each of the 13 local policing divisions included in these comparisons:

| Divisional Identification Key | | |
|-------------------------------|-------------------------------------|----------------------------------|
| North Region | East Region | West Region |
| A - North East | C - Forth Valley | G - Greater Glasgow |
| D - Tayside | E - Edinburgh | U - Ayrshire |
| N - Highland & Islands | J - The Lothians & Scottish Borders | Q - Lanarkshire |
| | P - Fife | L - Argyll & West Dunbartonshire |
| | | K - Renfrewshire & Inverclyde |
| | | V - Dumfries & Galloway |

This document uses the statistical term 'Control Limits' throughout. A Control Limit uses the statistical process of confidence intervals which shows the upper and/or lower boundaries within which the data set is expected to fall. Control limits help to identify when a data set is outwith the expected levels or exhibiting unusual variation that may require investigation and corrective action.

This document uses the terms Previous Year to Date (PYTD) and Year to Date (YTD). Previous Year to Date refers to the period April to December 2022/23, and Year to Date refers to April to December 2023/24.

This enhanced style of reporting will help our stakeholders and communities identify and understand performance trends and variation. This supports our commitment to highlighting the complexities of delivering an effective police service, how we are evolving as a service, how we face the challenges of modern policing and ensure we are delivering performance in line with our organisational values.

Performance Framework Outcomes and Objectives

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

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

Evidencing progress towards our outcomes

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