

Meeting	Scottish Police Authority Board Meeting
Date	28 March 2019
Location	Maryhill Burgh Halls, Glasgow
Title of Paper	Police Scotland Performance Reporting Framework
Presented By	Chief Constable Iain Livingstone QPM
Recommendation to Members	For Discussion
Appendix Attached	Appendix A – Performance Framework

PURPOSE

The purpose of this paper is to present the revised Performance Framework and provide an overview of future development.

The paper is presented in line with the Scottish Police Authority Governance Framework.

The paper is submitted for discussion by Members.

1. BACKGROUND

Police performance

- 1.1 Performance reporting and scrutiny arrangements for policing in Scotland are set out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for holding the Chief Constable to account for delivery against the strategic police plan through Police Scotland's quarterly performance reports.
- 1.2 The Chief Constable is responsible for producing an annual police plan that sets out the arrangements to deliver against the strategic police plan in the year ahead. Delivery against the annual plan is described in the quarterly performance reports submitted to SPA and based on a performance framework. Similar legislative arrangements exist at local level, with Police Scotland responsible for producing local police plans for each local authority and reporting performance via local scrutiny arrangements.
- 1.3 In order to ensure a coordinated approach to policing delivery it is important that our strategic planning and performance products are fully aligned and clearly demonstrate the golden thread that links Scottish Government's national outcomes, strategic police priorities and justice strategy to the strategic police plan (the ten year strategy, Serving a Changing Scotland) and Police Scotland's delivery plans at national and local level.
- 1.4 Articulation of this golden thread will ensure that the strategic direction for policing, and the influence of the wider strategic landscape, is visible and reflected in policing delivery and how we measure progress and performance.
- 1.4 Following approval for Police Scotland's strategic planning and performance framework significant work has been undertaken during 2018/19 to develop an outcomes-focused approach to planning and performance, including strategic outcomes for policing. The performance framework (Appendix One) is structured around our outcomes and is presented here for the information of Members. It complements the Annual Police Plan 2019/20 (subject of separate report).

2. FURTHER DETAIL ON THE REPORT TOPIC

Engagement

- 2.1 The performance framework has been developed collaboratively with colleagues across the service and in conjunction with the

Annual Police Plan 2019/20. SPA colleagues have been engaged in the development of our strategic outcomes, plan and performance framework through discussion with the SPA Strategy, Policy and Performance (SPP) Committee and SPA Board members.

Performance framework

- 2.2 The performance framework contains a broad range of impact measures and insights to enable Police Scotland to report progress against the strategic outcomes and objectives described in the annual plan. It represents the first step in a longer-term, iterative journey that will allow the service to move towards providing more insightful information internally and externally that narrates the impact of policing activity in Scotland.
- 2.3 The framework has been developed in parallel with the annual plan, with extensive internal engagement informing the content of both. Ongoing consultation with Her Majesty's Inspectorate of Constabulary Scotland (HMICS)/the SPA Chair/SPA Strategy, Policy and Performance Committee Chair and Director has also helped shape the new framework.
- 2.4 There is recognition and understanding that this is a good foundation for its future development through continuing internal and external engagement and benchmarking. The framework will, over time, enhance public reporting at national and local level and provide better information to support the challenge and scrutiny role of the SPA. Police Scotland and SPA are committed to working collaboratively on the future development of the framework.
- 2.5 Adequate data provision remains a key challenge to our aspirations for new and insightful performance measures, which will evolve in the short, medium and longer term, in line with ICT improvements. Investment in sufficient resources and capability is also needed to ensure the continuous improvement of our planning and performance approach and delivery of products of the required quality.
- 2.6 The performance framework will be in place from 1 April 2019. A transition plan is being developed to set out a phased approach to introduction of the impact measures in reporting throughout the year, at both national and local level. Section 5 of appendix one describes all the impact measures contained within the framework and provides an indication of when each measure will begin to enhance reporting in the coming year.

Performance reporting

- 2.7 The Q4 performance report for 2018/19 will be presented in the existing format and we will work collaboratively with SPA colleagues, SPP Committee members and the Board to design and develop a new style of performance report. This will be presented to the Board in July/August 2019, in line with the new performance framework and Q1 timescales.
- 2.8 The new framework and reporting will continue to improve and develop in an agile way to ensure its adaptability to changing needs and requirements. We will assess on an ongoing basis the value of the impact measures and be responsive in ensuring we continue to develop the insights/measures so we are able to enrich the information we provide going forwards.
- 2.9 Effective engagement with stakeholders and the long-term transformation of our ICT infrastructure and support services will be key to realising our aspirations for the framework's future development. This includes our future approach to the development of technical reporting solutions and 'open data.'

Future developments

- 2.10 The very intensive work programme to reach this stage of development has been undertaken by a very small core resource, augmented by professional support on demand, productivity and performance. HMICS made recommendations on future service models to support intelligence, analytics and performance reporting and further investment is needed to build capability to deliver the new performance framework over the coming year.
- 2.11 Initial consideration of this recommendation has been undertaken as part of the Demand, Productivity and Performance project. The output of this work is being considered to ensure the best service model, within financial constraints, can be implemented to support Police Scotland to deliver the requirements of the planning and performance framework.

3. FINANCIAL IMPLICATIONS

- 3.1 There are financial implications in this report.
- 3.2 The performance framework provides the means to monitor and measure our progress on delivery of the annual plan. This includes monitoring of the financial benefits to be derived from the

programmes and projects within the change portfolio and described in the three year financial plan.

4. PERSONNEL IMPLICATIONS

- 4.1 There are personnel implications associated with this paper.
- 4.2 Police Scotland's staff and officers will be directly involved in, and impacted by, delivery of the new performance framework. Implementation of the framework will support a positive working environment and culture.

5. LEGAL IMPLICATIONS

- 5.1 There are further legal implications in this paper to those listed above.
- 5.2 The performance framework will support the legislative requirements for the SPA to hold the Chief Constable to account under section 2, Police and Fire Reform (Scotland) Act 2012, through Police Scotland's quarterly performance reports.

6. REPUTATIONAL IMPLICATIONS

- 6.1 There are reputational implications associated with this paper.
- 6.2 Previous versions of the performance framework have attracted negative feedback from stakeholders, including HMICS and Audit Scotland. HMICS is supportive of our outcomes-focused approach to planning and performance and there is recognition and understanding, through consultation with stakeholders, that the framework provides a solid foundation for its future development. Therefore any further or unforeseen delay to the progress of the framework may have reputational impact for both the SPA and Police Scotland.

7. SOCIAL IMPLICATIONS

- 7.1 There are no social implications associated with this paper.

8. COMMUNITY IMPACT

- 8.1 There are community implications associated with this paper.
- 8.2 The priorities for policing, objectives and activity detailed in the annual plan describe our approach to delivering improved outcomes

for people and communities. The delivery of key change programmes and projects are designed to benefit communities through improvements to service delivery. The performance framework provides the means to monitor, measure and report on progress on delivery of the plan. Performance reports will be designed to clearly show the positive impact of policing on the public and communities.

9. EQUALITIES IMPLICATIONS

- 9.1 There are equality implications associated with this paper.
- 9.2 An Equality and Human Rights Impact Assessment (EqHRIA) has been conducted for the Annual Police Plan and we will continue to monitor impact throughout the year. The plan includes specific objectives and activity relating to our equalities outcomes and we will report on progress to deliver against the Equality Duty through the performance framework and the national quarterly reporting process.

10. ENVIRONMENT IMPLICATIONS

- 10.1 There are environmental implications associated with this paper.
- 10.2 The Annual Police Plan contains specific activity regarding our environmental responsibilities and we will report on progress to deliver this through the performance framework and the national quarterly reporting process.

RECOMMENDATIONS

Members are requested to discuss the information contained within this report and the attached appendix.

SERVING A CHANGING SCOTLAND

Performance Framework 2019/20



POLICE
SCOTLAND
Keeping people safe
POILEAS ALBA

SCOTTISH POLICE
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Introduction

Purpose and structure of the framework

The purpose of this document is to:

- Explain the change in approach to measuring performance, and how this relates to strategy and planning in Police Scotland;
- Set out how Police Scotland will measure and manage performance by including the detailed structure of the framework which includes outcomes, objectives and key performance questions (whilst the high level measures are outlined in this document, supporting detail of the specific 256 data points/management information that support these measures are detailed in separate technical notes);
- Set out the performance hierarchy and outline the reporting arrangements required to support the framework; and
- Illustrate the benefits of the new outcomes-based reporting approach.

Background and context – an evolving strategic landscape

The strategic landscape for policing in Scotland continues to change. The Scottish Government launched its new National Performance Framework in June 2018 and it is expected that the policing priorities will be refreshed. The Scottish Government's Local Governance Review will also conclude in the coming months.

This means that Police Scotland must develop a performance framework that provides the platform to evidence its/our effectiveness and impact on strategic objectives and outcomes, whilst maintaining the flexibility to

accommodate ongoing change at a delivery level.

An **outcomes-based strategic planning and performance framework enables us to do both.**

Police Scotland's move towards an outcomes based performance framework mirrors that of multiple organisations across the UK, including the British Transport Police, the Metropolitan Police and the Mayor of London's Office for Policing and Crime, the Northern Ireland Policing Board and numerous other Police Forces across England and Wales.

Benefits of an outcomes-based framework – creating a golden thread for policing

An outcome is an **organisational level goal** that describes the results Police Scotland is working towards for the people of Scotland. This helps us to show how we will make a positive impact

through what we are doing across the service. The use of outcomes provides a consistent focus for both national and local activity. The focus on outcomes will drive alignment (a golden thread)

across all parts of Police Scotland in terms of strategic planning, operational delivery and performance reporting.

The outcomes that Police Scotland have developed reflect the core purpose of policing, and are broad enough to enable all parts of the organisation, however small or bespoke, to evidence their impact and to accommodate localism in delivery.

Basing performance around outcomes moves Police Scotland from measuring activity and output, to enhancing this with narrative and evidence that tells

Furthermore, the link to Scottish Government's outcomes will extend this alignment to a national level.

the story and **demonstrates the impact of policing on Scotland's communities.** This approach will therefore allow the service to clearly evidence and articulate to the public, communities, Scottish Police Authority (SPA), Her Majesty's Inspectorate of Constabulary Scotland (HMICS) and local authority scrutiny bodies, the impact of policing in Scotland, and places the public and communities at the heart of how Police Scotland views successful performance.

In short, an outcome-based approach to measuring performance will provide:



Implement a performance culture: The articulation of a clear set of outcomes and objectives allows leadership across all areas of the organisation to better monitor and manage performance, and at the same time creating a direct link between individual performance and organisation performance through performance development conversations



Use a compelling narrative: Encourages reporting based on the impact on outcomes and people, not just on targets or short term trends



Measurable performance: All strategies are coordinated by our five outcomes, so business areas have consistent aims with progress against them becoming more easily measurable



Builds external trust and confidence: Facilitates the provision of accurate and meaningful evidence that builds confidence in Policing



National and local alignment: Outcomes encompass the core aims of policing, aligning national and local delivery

Taking a collaborative approach

Given the importance of understanding the impact of policing, it was critical to engage the wider service, stakeholders, the public and communities as fully as possible in the development work to co-

produce our outcomes, measures and plans and build confidence.

This collaborative approach has provided the opportunity for the SPA to provide feedback through joint working

sessions and all areas of Police Scotland through consultation and discussion. In February and March 2019, we tested our priorities for policing, strategic outcomes and objectives with partners and communities through public engagement. This process has enabled

the co-production of our outcomes and objectives.

Following this extensive period of consultation and engagement, five strategic outcomes have emerged that articulate the core aims and purposes of Police Scotland.

The Performance Framework

The structure of the framework

The Police Scotland performance framework is an outcome-based framework, which comprises the following layers:

Layer	Description
Outcomes	Organisational level goals that are unlikely to change, and describe the core aims and purposes of Police Scotland.
Objectives	Organisational level strategic objectives that align to the approach Police Scotland will take to achieve the outcomes and will align to strategic plans.
KPQs	Key performance questions (KPQs) that focus on gathering evidence and narrative to demonstrate delivery of the objectives and outcomes, creating alignment.
Impact measures	A qualitative piece of information (insight), or quantitative measure that demonstrates the impact on the objectives and outcomes.
Management information	The underlying management information needed to either create the narrative or provide the empirical evidence to support the measure.

The framework comprises five strategic outcomes, and a range of strategic objectives. These outcomes and objectives are common across the organisation, and underpin both strategic planning and performance management, which maintains alignment between Police Scotland's plans and activities, and performance reporting.

Police Scotland's planning is informed by analysis and assessment of the threat and risk posed to Scotland and its people. This is underpinned using data,

intelligence, horizon scanning and emerging threats, linked to the wider picture across the UK and beyond.

Our priorities for policing are the key areas we need to focus on to address the greatest threats and risk of harm to people and communities. We decide what these are for the year ahead using our strategic assessment and the knowledge and experience of leaders in the service. They are also informed by public opinion. The diagram below illustrates the relationship between strategy and performance.

Figure 1: How the Performance Framework aligns with strategic planning



The example in section 3.3 is an illustration of how the performance framework helps to create the narrative from activity to impact on the objectives and outcomes of the organisation.

Framework outcomes and objectives

Overview of outcomes and the development process

The outcomes describe the core aims and purpose of Police Scotland so that, if achieved, Police Scotland can be said to be meaningfully successful and fulfilling its broader purpose. The outcomes are designed to encompass activities across Police Scotland. The outcomes were developed using insights and feedback from internal and

external stakeholders during late 2018 to early 2019.

The strategic outcomes align with Police Scotland's ten year strategy for policing, Scottish Government's strategic police priorities and the national outcomes as outlined in the National Performance Framework.¹

Outcomes description and alignment

Figure 2 on the next page is a visual summary of the performance framework.

The pages following describe each of the strategic outcomes and how they align.

¹ National Outcomes in the Scottish Government's National Performance Framework (Dec 2018)

<https://nationalperformance.gov.scot/national-outcomes>

Figure 2: Performance Framework for Policing

Outcomes	PUBLIC SAFETY & WELLBEING Threats to public safety and wellbeing are resolved by a responsive police service	NEEDS OF LOCAL COMMUNITIES The needs of local communities are addressed through effective service delivery	CONFIDENCE IN POLICING Public and communities are engaged, involved and have confidence in policing	POSITIVE 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
Objectives	<ul style="list-style-type: none"> Use all available information/intelligence to address our policing priorities Protect vulnerable people and victims of crime from harm Improve our understanding of, and response to, the threat from cybercrime Work with the public, communities and partners to reduce re-offending Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety Effectively tackle current and emerging serious criminal threats to public and community wellbeing 	<ul style="list-style-type: none"> Ensure our operational resources deliver services that meet the needs of local communities Work collaboratively with our partners on our shared priorities, including public health and vulnerability Design, develop and support local preventative approaches to reduce harm and demand Build, develop and maintain effective local partnerships Improve our support services to enable the delivery of effective local policing 	<ul style="list-style-type: none"> Enhance public contact and ensure our services are available by a range of accessible channels Maintain and enhance public and community (user) satisfaction Improve the reach of our public and community engagement initiatives Use insights and feedback to shape and improve our services Develop our approach to understanding and improving public confidence 	<ul style="list-style-type: none"> Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability Create a positive environment for our people to achieve their potential Promote the health, safety and wellbeing of our people Ensure our people are confident to lead and equipped to face current and new challenges Develop and maintain the right crime and specialist support services for policing in Scotland 	<ul style="list-style-type: none"> Ensure Police Scotland is meeting and adapting to growing and changing demands on policing Develop and promote best practice in the advancement of our Equality Outcomes Transform and develop lean and agile corporate support services for policing and forensics Build and maintain a sustainable financial direction for policing in Scotland and evidence best value Invest in our use of information and technology in accordance with our digital, data and ICT strategy Develop and support an innovative culture
Impact Measures & Management Indicators	<ul style="list-style-type: none"> Underneath each Performance Objective, there are a set of Impact Measures. These are the core measures that demonstrate our effectiveness and evidence the impact we're having against the objectives The Impact Measures are underpinned by a suite of Management Indicators (MI) that are required to calculate and provide evidence for these core measures In order to be more outcome focused, we will consider a series of Key Performance Questions (KPQs) when assessing whether or not we are progressing towards our Outcomes 				

Strategic outcome –

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

The role of the police service is to keep people safe, and to protect people from threats to their safety and wellbeing. As crime becomes more complex, and the nature of crime evolves (such as the emergence of cybercrime or cross border activity), Police Scotland will need to enhance our/its capability to anticipate threat,

adapt delivery to address increasing complexity and make the most of technical and specialist resources. Police Scotland has strategies and plans in place to achieve this, for example 'Enhance cyber and forensic capabilities', a strategic objective in the ten year strategy.

Success means that:

The public are safer as a result of our work to reduce the harm caused by crime and other incidents, whilst people considered vulnerable are supported and protected from harm. Communities are aware of and prepared to respond to current and emerging threats and risks.

Strategic alignment

The table below outlines the alignment with the wider strategic planning landscape:

National outcome	We live in communities that are inclusive, empowered, resilient and safe
Justice outcomes	We live in safe, cohesive and resilient communities We deliver person-centred, modern and affordable public services
Justice priorities	We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats We will work to quickly identify offenders and ensure responses are proportionate, just, effective and promote rehabilitation

	We will improve the experience of victims and witnesses, minimising court attendance and supporting them to give best evidence
Strategic police priorities	Strategic Police Priority of RESPONSE
Ten Year Strategy – Area of Focus/Strategic Objectives	Areas of focus – PROTECTION, PREVENTION and COMMUNITIES Strategic objectives - ENHANCE CYBER AND FORENSIC CAPABILITIES and STRENGTHEN EFFECTIVE PARTNERSHIPS

Objectives and key performance questions

Objective	Key Performance Questions
Use all available information/intelligence to prevent and respond to crime	How well are Police Scotland using available intelligence to prevent and respond to crime? What major / noteworthy crimes have been prevented as a result of enhanced intelligence gathering and analysis?
Protect vulnerable people and victims of crime from harm	How well does Police Scotland support people and prevent them from becoming victims? What interventions are being tried regarding repeat victimisation reduction and are they effective?
Improve our understanding of, and response to, the threat of cybercrime	In what way has Police Scotland's understanding of the Cyber Crime threat improved, and is this improvement making a difference to the Policing response.
Work with the public, communities and partners to reduce re-offending	How well is Police Scotland working with others to prevent people from re-offending? What are the police doing with the public/communities? Have there been any specific initiatives?

Objective	Key Performance Questions
<p>Work with communities to ensure they are well equipped and prepared to deal with all threats to public safety</p>	<p>To what extent is Police Scotland supporting communities to deal with public safety threats?</p>
<p>Effectively tackle current and emerging serious criminal threats to public and community wellbeing</p>	<p>How well is Police Scotland tackling existing and new serious criminal threats?</p>

Strategic outcome –

The needs of local communities are addressed through effective service delivery

Local policing is at the heart of our service. Police Scotland will seek to provide the best of local policing supported by the strength of the national service. It is also clear that the level of crime, and the impact of crime, vary across communities in Scotland. This outcome recognises the need to address this disparity.

By 1 April 2020, Police Scotland will have refreshed all local plans, working with partners and local communities to ensure that local priorities for policing are effectively tackled and local outcomes are fully supported. Achieving this outcome given the

growing demands placed upon policing will require an emphasis on partnerships with various other service providers in the local community. There is a need to intensify working relationships and information sharing practices with partners to make use of expertise, reduce harm and repeat demand. In addition to increasingly working in partnerships, Police Scotland is starting to make better use of analysis and predictive mapping to understand local trends, discrepancies and demand so that we can deploy resources effectively. This will help guide discussions with local partners and help with preventative measures.

Success means that:

Police Scotland can ensure tailored local policing delivery that meets the needs of Scotland's diverse communities. Support will be provided by national resources, delivered locally. Prevention and partnerships have a positive impact on reducing demand.

Strategic alignment

The table below outlines the alignment with the wider strategic planning landscape:

National outcome	We live in communities that are inclusive, empowered, resilient and safe We are creative and our vibrant and diverse cultures are expressed and enjoyed widely
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Justice priorities	We will modernise civil and criminal law and the justice system to meet the needs of people in Scotland in the 21st Century
Strategic Police Priorities	Strategic Police Priority of LOCALISM
Ten Year Strategy – Areas of Focus/Strategic Objectives	<p>Areas of focus – PROTECTION, PREVENTION and COMMUNITIES</p> <p>Strategic objectives - IMPROVE PUBLIC CONTACT, ENGAGEMENT AND SERVICE and TRANSFORM OUR CORPORATE SUPPORT SERVICES</p>

Objectives and key performance questions

Objective	Key Performance Questions
Ensure our operational resources deliver services that meet the needs of local communities	<p>How effective is Police Scotland at managing resources to detect crime in local communities?</p> <p>To what extent is Police Scotland tackling Force priorities at a local level?</p>
Work collaboratively with our partners on our shared priorities, including public health and vulnerability	<p>How effective is Police Scotland's collaboration with partners to deliver shared priorities?</p>
Design, develop and support local preventative approaches to reduce harm and demand	<p>To what extent is Police Scotland's local prevention approach reducing harm and demand?</p>
Build, develop and maintain effective local partnerships	<p>How effective is Police Scotland's local partnership working?</p>
Improve our support services to enable the delivery of effective local policing	<p>To what extent has Police Scotland improved support services to deliver effective local policing</p>

Strategic outcome –

Public and communities are engaged, involved and have confidence in policing

Community engagement is vital to policing. Communities are defined both in terms of place and identity, such as by religion, race, gender or any other defining characteristic or virtual connection.

Police Scotland aims to increase the presence of policing in local communities and also its knowledge of local communities. This is echoed in the ten year strategy for policing which

commits to ‘improve public contact, engagement and service’ with an aim to increase confidence in policing and identify the issues that matter most at a local level.

The public contact and engagement strategy, and the implementation of our new Contact Assessment Model (CAM) will underpin this outcome, improving the consistency and quality of engagement with the public.

Success means that:

The public feel that they have a voice in shaping our policing approach. People will feel that Police Scotland delivers a service that builds their confidence in policing.

Strategic alignment

The table below outlines the alignment with the wider strategic planning landscape:

National Outcome	We live in communities that are inclusive, empowered, resilient and safe We are open, connected and make a positive contribution internationally
Strategic Police Priorities	Strategic Police Priority of INCLUSION
Ten Year Strategy – Areas of Focus/Strategic Objectives	Areas of focus – COMMUNITIES and KNOWLEDGE Strategic objective - IMPROVE PUBLIC CONTACT, ENGAGEMENT AND SERVICE

Objectives and key performance questions

Objective	Key Performance Questions
<p>Enhance public contact and ensure our services are available via a range of accessible channels</p>	<p>How well has Police Scotland improved public contact access to its services?</p>
<p>Maintain and enhance public and community (user) satisfaction</p>	<p>To what extent is Police Scotland improving satisfaction with its services?</p>
<p>Improve the reach of our public and community engagement initiatives</p>	<p>To what extent is Police Scotland improving reach with its variety of engagement initiatives?</p> <p>What groups are being specifically targeted to improve reach, and how effective are these efforts?</p>
<p>Use insights and feedback to shape and improve our services</p>	<p>How well is Police Scotland using insights and feedback to shape and improve its services?</p> <p>Does Police Scotland go back to those who have provided insight and feedback so that it creates momentum to contribute?</p>
<p>Develop our approach to understanding and improving public confidence</p>	<p>To what extent is Police Scotland improving satisfaction with its services?</p> <p>How does satisfaction vary according to factors such as being a witness, being a victim, being an offender?</p>

Strategic outcome –

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

Achieving the strategic outcomes relies on Police Scotland officers and staff being equipped with the right skills and tools to do their job. Providing front-line officers with the technology to access information quickly whilst on the move and bringing specialist skills to the frontline will support delivery of operational priorities.

This outcome is aligned to the strategic objective in the ten year strategy to

'Empower, enable and develop our people.' Implementation of our People Strategy will include activity to support wellbeing, develop leadership and introduce staff pay & reward modernisation. Police Scotland must ensure the working environment is inclusive, diverse and supportive. It means that our people are supported and equipped to deliver their role.

Success will mean that:

Police Scotland's officers and staff have the necessary skills, resources and technology available to them. We will have a positive working environment that supports the wellbeing and development of our people.

Strategic alignment

The table below outlines the alignment with the wider strategic planning landscape:

National outcome	We are well educated, skilled and able to contribute to society We have thriving and innovative businesses, with quality jobs and fair work for everyone
Ten Year Strategy – Areas of Focus/Strategic Objectives	Areas of focus – KNOWLEDGE and INNOVATION Strategic objectives - EMPOWER, ENABLE AND DEVELOP OUR PEOPLE

Objectives and key performance questions

Objective	Key Performance Questions
<p>Implement a strategic workforce plan to build a diverse workforce that has the right size, shape and capability</p>	<p>What progress has Police Scotland made in implementing its strategic workforce plan?</p>
<p>Create a positive environment for our people to achieve their potential</p>	<p>To what extent has Police Scotland created a positive workforce environment to enable people to reach their potential?</p>
<p>Promote the health, safety and wellbeing of our people</p>	<p>How effective is Police Scotland in promoting the health and safety of its people?</p>
<p>Ensure our people are confident to lead and equipped to face current and new challenges</p>	<p>What assurance can Police Scotland provide that people are confident to lead and meet new and current challenges?</p>
<p>Develop and maintain the right crime and specialist support services for policing in Scotland</p>	<p>To what extent has Police Scotland identified and developed the appropriate crime and specialist support for policing and how does it maintain them effectively?</p>

Strategic Outcome –

Policing services are sustainable, adaptable and prepared for future challenges

Given the increasing complexity of crime and call on the support of the police service, the demand placed on Police Scotland is increasing significantly. In light of these challenges, it is important that our resources are used in the most effective way to meet the demands placed on policing. This requires a flexible workforce and technology that allows officers and staff

to respond quickly to the demands placed upon them.

Sound financial planning is also an important part of our approach, balancing the investments necessary for change with the improvements in efficiency and productivity that will ensure long-term sustainability.

Success means that:

Our services are meeting the growing and changing demands on policing, within the context of current constraints. Increased capacity and productivity are improving sustainability and flexibility.

Strategic alignment

The table below outlines the alignment with the wider strategic planning landscape:

Justice Outcome	We deliver person-centred, modern and affordable public services
Justice Priority	We will enable our people, economy and infrastructure to respond to major risk, recover from emergencies and adapt to emerging threats
Strategic Police Priority	Strategic Police Priority of ADAPTABILITY

Ten Year Strategy – Areas of Focus/Strategic Objectives

Area of focus - KNOWLEDGE and INNOVATION
 Strategic objectives - INVEST IN OUR USE OF INFORMATION AND TECHNOLOGY and TRANSFORM CORPORATE SERVICES

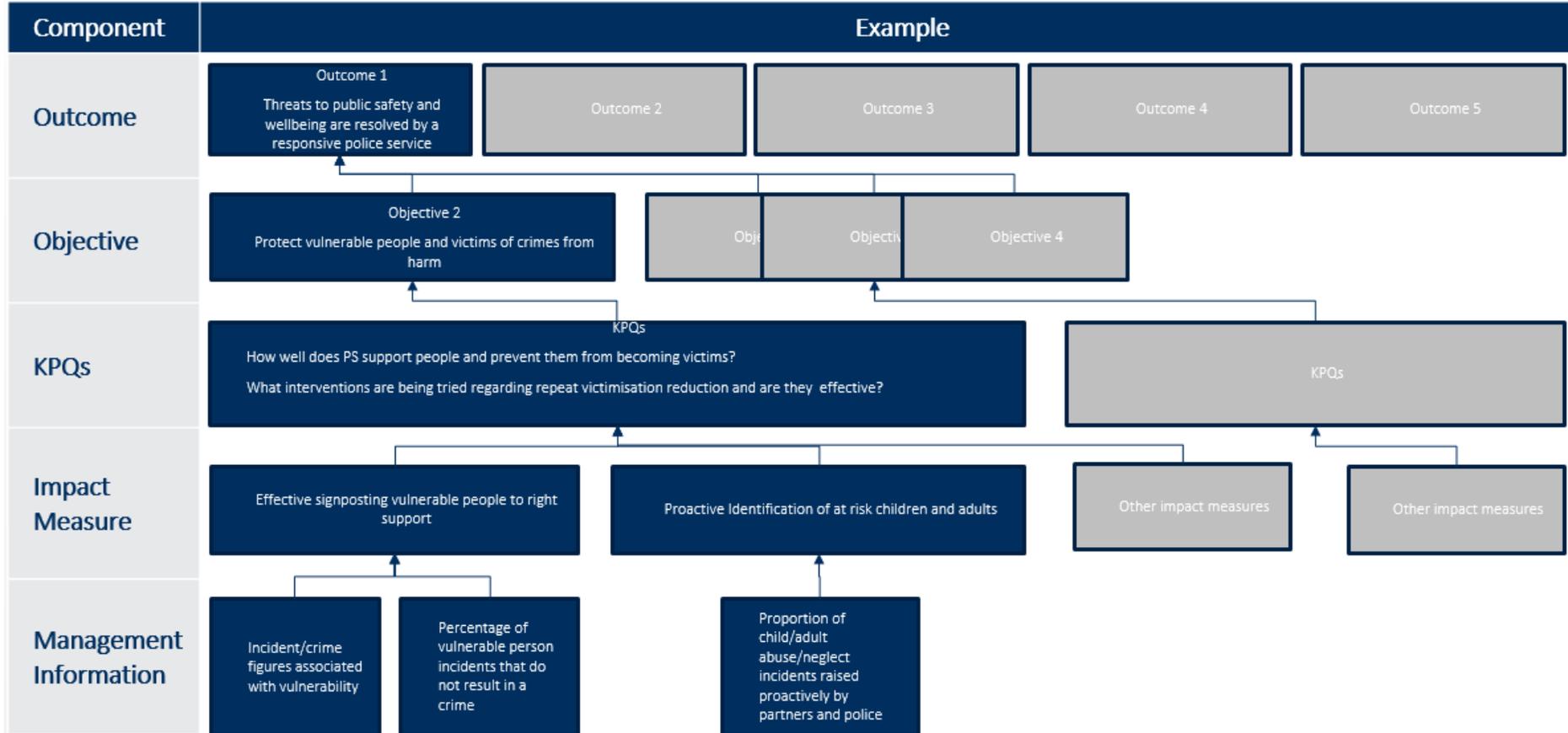
Objectives and key performance questions

Objective	Key Performance Questions
Ensure Police Scotland is meeting and adapting to growing and changing demands on policing	How well is Police Scotland identifying, meeting and adapting to demands on policing?
Develop and promote best practice in the advancement of our Equality Outcomes	To what extent has Police Scotland developed and promoted best practice in its delivery of Equality Outcomes?
Transform and develop lean and agile corporate support services for policing and forensics	To what extent has Police Scotland transformed corporate services and how lean and agile are they? How has the cost of corporate services provision fallen? Are police officers spending less time in corporate and administrative activities?
Build and maintain a sustainable financial direction for policing in Scotland and evidence best value	How well is Police Scotland maintaining financial sustainability for policing and providing evidence of best value?
Invest in our use of information and technology in accordance with our digital, data and ICT strategy	What progress is Police Scotland making in the delivery of its DDICT strategy? What benefits have been delivered so far?
Develop and support an innovative culture	How effective is Police Scotland in developing and supporting innovation in policing? What innovations have been proposed, adopted and evaluated? Are other Forces learning from Police Scotland?

An example of how the framework creates the golden thread

The diagram below illustrates how the measures, objectives and outcomes work together to create the narrative that demonstrates the impact and effectiveness of Police Scotland.

Figure 3: An example of how the Performance Framework will create the golden thread from outcome to activity



In the example at figure 3, a range of both quantitative and qualitative measures are used to demonstrate the impact that Police Scotland is having on the following outcome and objective.

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

Objective 2 – Protect vulnerable people and victims of crime from harm

The quantitative and qualitative measures used will include:

1. The quantity of incidents attended associated with vulnerable people (i.e. VPD linked to Storm), helps Police Scotland build the picture of how much support they provide. It also provides a picture of the nature of incidents and issues vulnerable people face, which will help set the context for case studies to illustrate the nature of the support provided.
2. This is then linked to crime data, which starts to evidence the amount of non-crime related support provided, and therefore demonstrates a wider breadth of support.
3. Contact, Command and Control (C3) data, combined with Storm data, will be used to demonstrate a trend towards better signposting by Police Scotland, and the increasing ability of Police Scotland to resolve issues at the earliest point of contact by directing vulnerable people to the right services/support. This will evidence closer partnership working and a greater understanding by Police Scotland of the type of support available. This will be evidenced potentially by a reduction in Category 3² incidents associated with vulnerability, incidents that can be better and more appropriately managed in a different way.
4. How do we know if we are getting our triage right for vulnerable people? If the level of attendance of officers at non-crime related incidents associated with vulnerable people declines, it potentially indicates that we are getting better at signposting people to the right service.

This evidence will enable Police Scotland to demonstrate the KPQ **How well does Police Scotland support vulnerable people and prevent them from becoming victims?** It will help us to understand the extent to which it is meeting the objective

to **protect vulnerable people and victims of crimes from harm**, and the outcome **Police Scotland is responsive at resolving threats to public safety and wellbeing.**

² **Grade 3 – Standard:** incident not ongoing but police attendance is required and where outcome could be prejudiced by significant delay.

Performance and reporting hierarchy

Performance reporting requirements

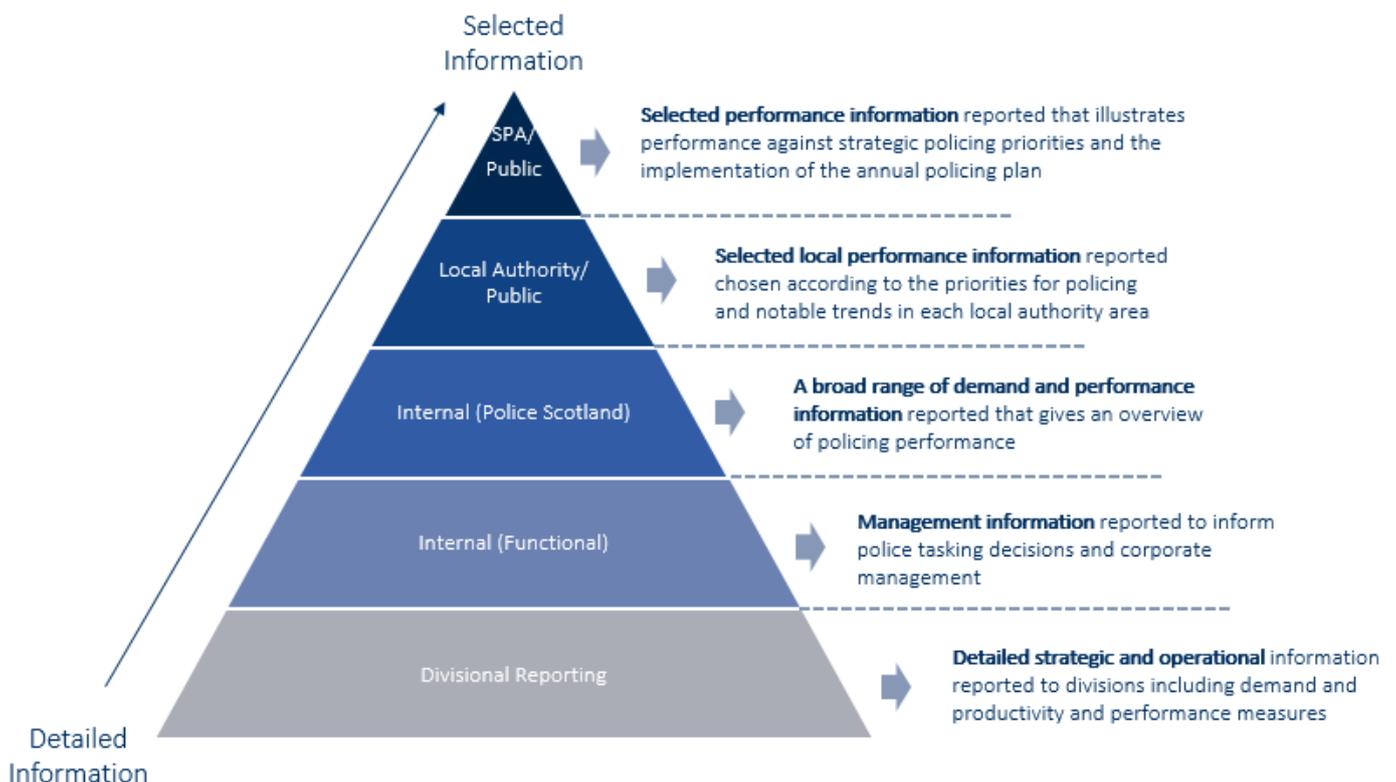
The new Performance Framework supports the reporting requirements of governing bodies, stakeholders and partners, including the types and frequency of reporting.

The primary recipients of Police Scotland reporting products include:

- **The public**
- **The Scottish Police Authority (SPA)**
- **Local authorities**
- **Police Scotland (executive)**
- **Police Scotland (divisional command)**

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

Figure 4: performance reporting based around the needs of each of Police Scotland's stakeholders



The measures

The following tables set out the current measures, which are set out in detail in a separate document. Please note these measures are still being finalised, and may change slightly over the next few weeks to reflect feedback from business areas. Each measure is supported by management information, including

information, evidence and data points used under the previous performance framework, alongside new information and insight. In total, there are 256 data points/management information that support the measures shown below. These are a mixture of qualitative and quantitative evidence.

Outcome 1

Index	Impact Measure	Quarter
1	Impact of intelligence to disrupt criminal activity in priority areas	Q2
2	Level of support provided to incidents/crimes related to vulnerability	Q4
3	Effectiveness of sign posting vulnerable people to the right support	Q1
4	Impact of pro-active identification of at risk children and adults	Q2
5	Level of victim satisfaction reported via 3rd parties	Q2
6	Effectiveness of managing crimes associated with vulnerability	Q1
7	Impact of preventative action on human trafficking activity	Q1
8	Effectiveness of reducing harm caused by drug and alcohol related activity on communities.	Q1
9	Impact of intervention to reduce repeat victimisation	Q4
10	Impact of Police Scotland on reduction of repeat missing persons	Q1
11	Impact of safety plans on high risk victims	Q1
12	Impact of activity to limit the increase of reoffending rate	Q4
13	Impact of Police Scotland readiness to deal with public safety threats.	Q1
14	Impact of CONTEST strategy activity	Q1
15	Outcomes of disruption activity	Q1
16	Effectiveness in tackling Fraud	Q1

17	Effectiveness in tackling cybercrime	Q1
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Outcome 2

Index	Impact Measure	Quarter
18	Utilisation of local policing	Q1
19	Value of Special Constables to local community policing	Q1
20	Detection and Crime Management	Q1
21	Custody and Bail Management	Q1
22	Conversion rate of detection to conviction	Aspirational
23	Impact on Force Priorities	Q1
24	Evidence of benefits of co-location with other Scottish Emergency Services	Aspirational
25	Evidence of benefits of co-response with other Scottish Emergency Services	Aspirational
26	Evidence of benefits of shared knowledge with other Scottish Emergency Services	Aspirational
27	Evidence of benefits of integration with other Scottish Emergency Services	Aspirational
28	Evidence of improved intelligence & data sharing with partnership agencies	Aspirational
29	Extent to which victims and agencies feel confident to report hate crime/incidents.	Aspirational
30	Impact on youth involvement in crime and incidents	Aspirational
31	Impact from national prevention campaigns	Q4
32	Impact of stop and search on harm and demand	Q1
33	Impact of local prevention on the harm caused by wildlife, rural and environmental crime	Q1
34	Local policing partnership activity	Q2
35	Support for international partnerships	Q4
36	Effectiveness of call handling (effective decision making by the ACR/Service Centre on signposting, call categorisation have an impact on productivity of local policing)	Q1

Outcome 3

Index	Impact Measure	Quarter
37	Contact through 999 is effectively managed	Q1
38	Contact through 101 is managed effectively	Q1
39	Development and adoption of other engagement routes and channels	Aspirational
40	Improving relationships between young people and police	Q3
41	Evidence of participation in community engagement initiatives	Aspirational
42	Evidence of using feedback and insight to improve service	Aspirational
43	Level of confidence in Police Scotland	Q4
44	Level of Trust in Police Scotland	Q4
45	Evidence of complaints resolved efficiently and fairly	Q1
46	Participation rates in our communities in our consultation events	Aspirational

Outcome 4

Index	Impact Measure	Quarter
47	Effectiveness of workforce development	Q2
48	Removed	
49	Retention of staff	Q1
50	Level of engagement with Staff survey	Aspirational
51	Level of engagement with Exit survey	Aspirational
52	Welfare and wellbeing of our staff	Q1
53	Evidence of action and intervention to reduce grievances	Q1
54	Health and safety of our staff	Q1
55	Investment in training of officers and staff in the right capabilities	Q3
56	Readiness for leadership and promotion	Q3
57	Evidence that the specialist services requested are available to be deployed	Q2
58	The extent to which Police Scotland is representative of our communities	Q2

Outcome 5

Index	Impact Measure	Quarter
59	Type and scale of emerging demand	Q1
60	Meeting demand	Q2
61	Adapting to demand	Q2
62	Finance ratios	Q4
63	HR ratios	Q4
64	Procurement ratios	Q4
65	Creation of 'fit for future' property assets that will support and enable operational policing	Q1
66	Optimisation of fleet	Q1
67	Removed	
68	Financial sustainability	Q1
69	Effective budget management	Q1
70	Effective management of assets	Q1
71	Proportion of Agency to Staff	Q2
72	Evidence of commitment to invest in technology modernisation	Q2
73	Narrative of projects in the DDICT strategy being delivered	Q4
74	Productivity gain delivered vs £ invested	Q4
75	Evidence benefits of implemented innovations	Aspirational

Q1 represents measures where there is a high degree of confidence in the ability to collect and report.

Q2 represents measures where there is a medium degree of confidence in the ability to collect and report.

Q3 and Q4 represent measures where new internal processes may have to be established to collect the information.

Aspirational measures represents those that require new sources to be developed, and a new process.