



Meeting	Policing Performance Committee
Date	16 September 2025
Location	Video Conference
Title of Paper	Performance and Accountability Framework 25/26
Presented By	DCC Operational Policing
Recommendation to Members	For Discussion
Appendix Attached	Yes: Appendix A: Performance and Accountability Framework 25/26

PURPOSE

The purpose of this paper is to provide the Policing Performance Committee with oversight of the Performance and Accountability Framework 25/26.

This paper will specifically provide a report in relation to:
Agenda item 2.1 – Performance and Accountability Framework 25/26.

Members are invited to discuss the content of this report.

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 has developed a refreshed Performance and Accountability Framework for 2025/26 and will continue the quarterly reporting cycle in support of this framework throughout the reporting year.

2. FURTHER DETAIL ON THE REPORT TOPIC

- 2.1 Our 2030 Vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. The purpose of the 2030 Vision is not only to motivate our workforce to deliver, but also to support strategic decision making around service investment priorities and our portfolio of change
- 2.2 The Performance and Accountability Framework (PAF) will measure performance, progress and impact across all our areas of the 2030 Vision. We are committed to transparent and accountable reporting and will continue to use this to identify, monitor and report on improvement actions across our service.
- 2.3 To ensure greater transparency, accuracy and accountability to the public, the number of measures in the overall framework have increased by 49.1% (258 in total). New measures added reflect emerging priorities (such as youth violence) or new reporting capabilities (such as the workforce survey). As our priorities evolve and data quality improves, it is important to review and refine the measures, as such, measures that are no longer relevant or meaningful have been removed.
- 2.4 To help easily identify key areas of focus and drive meaningful improvement we have improved the reporting formats we will

provide for scrutiny. Strategic Indicators will draw together a suite of Key Performance Indicators (KPIs) and illustrate how we are moving towards our clearly defined priorities set out in the Vision 2030 strategy. This approach will focus reporting in the SPA Quarterly Performance Report and help decision makers, stakeholders and the public understand performance trends, highlight successes and pinpoint areas needing attention.

- 2.5 We will also enhance the Management Information Report throughout 2025/26, to provide more comprehensive data to the public. By expanding the scope and clarity of the information shared we aim to give stakeholders a more complete picture of performance and enable more informed analysis and constructive engagement.
- 2.6 Success will mean that we are delivering an effective police service that meets the changing needs of the public and communities we serve. Our officers and staff will have the skills, resources and technology to enable them to deliver high quality services within a positive working environment that supports their wellbeing and development.
- 2.7 A full copy of the Performance and Accountability Framework 25/26 is provided at Appendix A.
- 2.8 The Performance and Accountability Framework 25/26 is presented for discussion with the members of the Policing Performance Committee.

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 reputational 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 in this report.

9. EQUALITIES IMPLICATIONS

9.1 Equality data is provided where appropriate and available.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the content of this report.

Vision 2030

Performance and Accountability Framework

25/
26





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2030 Vision

Our vision provides the service with a clear, aspirational direction of travel to shape the development of Police Scotland. The purpose of the 2030 Vision is not only to motivate our workforce to deliver, but also to support strategic decision making around service investment priorities and our portfolio of change.

Our vision:

Our 2030 Vision is safer communities, less crime, supported victims and a thriving workforce.

To achieve this, we will:

- Support reductions in overall crime in Scotland.
- Respond effectively to threats to public safety.
- Deliver the best possible service for the public and communities of Scotland through effective community policing.
- Ensure that victims are fully heard and supported, with our service more tailored to victim needs through our trauma informed approach.
- Work with partners to ensure vulnerable people are able to access appropriate care at the right time.
- Be an inclusive, anti-racist and anti-discriminatory organisation that takes a firm stance on inappropriate conduct.
- Improve employee welfare and wellbeing, ensuring our diverse workforce is more supported in doing their best work each day.

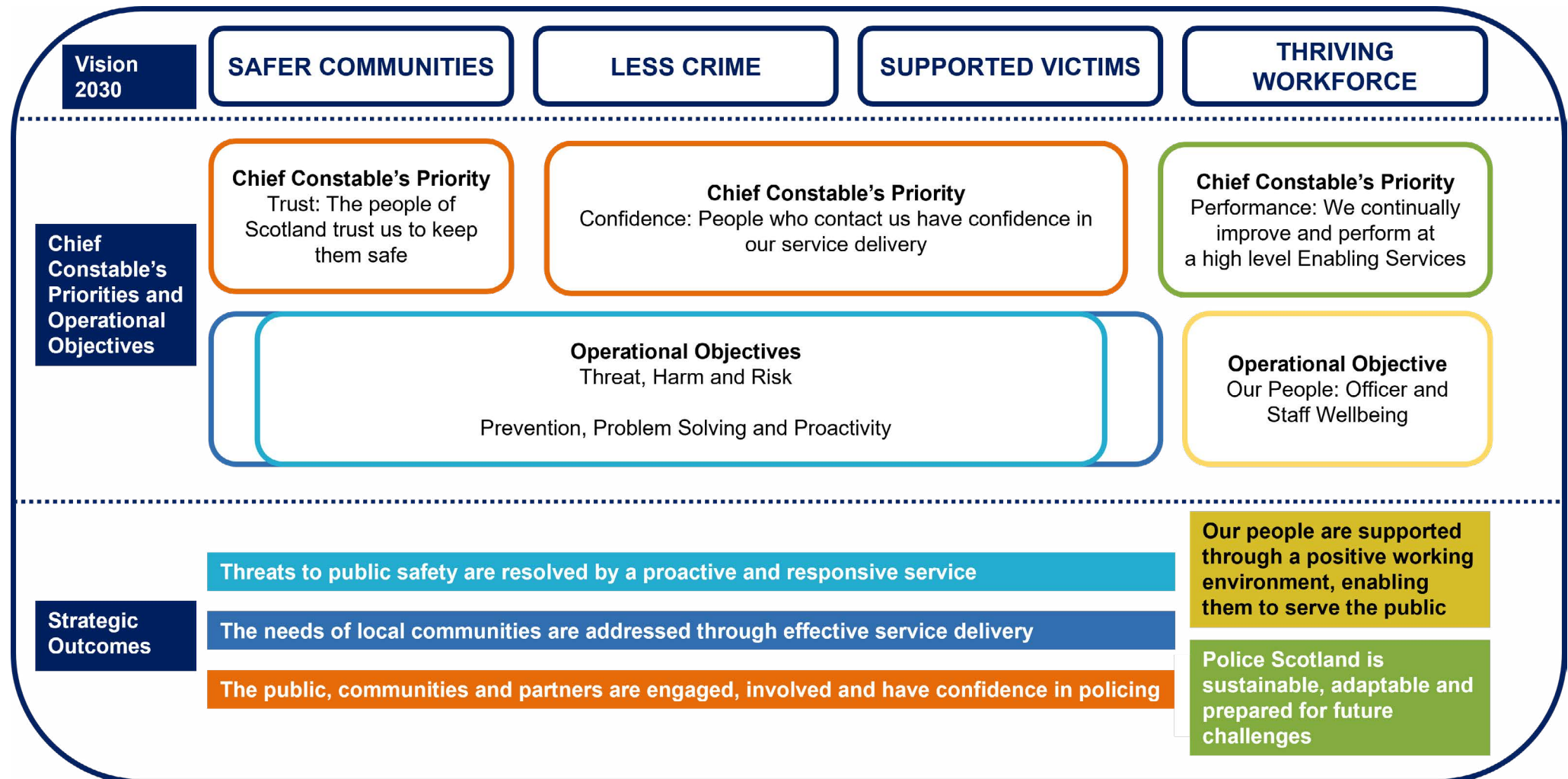
We will do this by:

- Being clear on our responsibilities in safety and justice and how we contribute to system reform and improvement.
- Investing in focused prevention: engaging with our communities on their priorities and ensuring that our approach to community policing draws on the best evidence-based practice that reduces crime.
- Reshaping our training and development to ensure everyone is ready and equipped to deliver on our vision and objectives including better investigative outcomes.
- Striving to become one of the most digitally enabled police services with the aim of improving effectiveness and efficiency.
- Becoming a more data-driven organisation, using data insights and evidence ethically in our decision-making to prevent harm and keep our communities safe.
- Being more efficient in what we do, removing barriers in daily work that undermine productivity, so we can invest more in frontline policing and deliver best value.
- Engaging, listening and responding to public, community, colleague and stakeholder insights to better inform our services.

Our values: Integrity | Fairness | Respect | Commitment to upholding human rights

The 2030 Vision, along with the Chief Constable's Priorities, align to the Strategic Outcomes set out in the Joint Strategy for Policing.

Although reporting will be displayed against the 2030 Vision, this alignment ensures Police Scotland will continue to operate, evidence progression and contribute to the overarching outcomes.





Performance Approach

The Performance and Accountability Framework (PAF) will measure performance, progress and impact across all our areas of the 2030 Vision. We are committed to transparent and accountable reporting and will continue to use this to identify, monitor and report on improvement actions across our service.

We will use overarching, targeted Strategic Indicators to draw together a suite of Key Performance Indicators (KPIs) and illustrate how we are moving towards the overall outcome.

The Strategic Indicators allows scope to detail the qualitative aspect of performance and the KPIs provide a temperature gauge of how we are performing in that area.

These indicators will be supported by Management Information (MIs) and supporting evidence within MI that will highlight exceptions within the data, rather than reporting every measure.

What does good performance look like?

Success will mean that we are achieving the outcomes in in the 2030 vision. We will have an effective police service that meets the changing needs of the public and communities we serve. Our officers and staff will have the skills, resources and technology to enable them to deliver high quality services within a positive working environment that supports their wellbeing and development.

Victims of crime will feel confident in reporting to Police Scotland and that we will respond with compassion and integrity to achieve the best possible outcome for them. This PAF will evidence how we are striving towards those outcomes through data analysis and supporting evidence.

Reporting against the three-year business plan

Police Scotland will continue to conduct bi-annual reporting against the three-year business plan. We will report progress against the aligned outcomes of the business plan and the PAF and where applicable cross refer our performance data with the activities within the plan.

Data Parameters:

Confidence Limits

Using Confidence Intervals, with 95% confidence, to identify potential data outliers

- Upper Limit = 5 Year mean + (Z Score (1.96) * (Standard Deviation / Square Root of Observations (i.e. Standard Error)))
- Lower Limit = 5 Year mean – (Z Score (1.96) * (Standard Deviation / Square Root of Observations (i.e. Standard Error)))

It should be noted that confidence limits are only intended to be a first or primary indicator. If the level of recorded crime is out with the confidence limits it should be a trigger for further research.

In these circumstances, additional research should be conducted around the outlier or exception to understand what may have caused it.

Questions relating to the data should be asked, such as;

- Is the potential issue isolated to one Division/Sub Division and can they explain the local pattern?
- Does it appear as though there is a national level change in a particular crime?
- Is there anything in the media or horizon scanning that could potentially influence recorded crime levels i.e. new legislation or changes to Scottish Crime Recording System (SCRS)?
- What other indicators can be used to examine the time series?
- Are there any social, political or environmental issues that may have impacted recorded crime?

12 Month Rolling Reporting Period

In line with Scottish Government reporting, we will now include 12 month rolling reporting period. The 12 month rolling reporting period take into account a full years' worth of data while removing the effect of seasonality.

Benchmarking

We are committed to benchmarking our performance against comparable organisations and use this to consider new ways of doing things. Our reporting of performance, progress and impact to the SPA will enable effective scrutiny of whether our strategic and operational objectives are being met.

Balanced Scorecard

This will be developed to reflect the Strategic Indicators and agreed KPIs using PowerBi. A high-level scorecard will be produced for the Chief Constable with more detailed information available in scorecards for each Deputy Chief Constable for their portfolios.



Strategic Indicators

We use overarching, targeted Strategic indicators to draw together a suite of KPIs and illustrate how we are moving towards the overall outcome.

Safer Communities

We work with partner organisations to prevent harm and reduce demand.

We use a proactive approach to deter and prevent criminality.

We are representative of the communities we serve.

Less Crime

We use an evidence-based problem-solving approach to reduce crime.

We carry out thorough investigations to maximise detections.

We tackle repeat offenders.

We respond to threat, risk, harm and vulnerability by utilising available intelligence.

Supported Victims

Users are satisfied with the service provided.

We provide safeguarding to victims through a trauma informed approach.

We respond to incidents and crimes proportionally.

Thriving Workforce

We prioritise wellbeing and keep our people safe, protected, and well-equipped.

We support our people to be confident leaders, innovative active contributors, and influencers.

We support our people to identify with and demonstrate Police Scotland values and have strong sense of belonging.

Key Performance Indicators

The KPIs provide a temperature gauge of how we are performing in that area.

Safer Communities

Partner demand.

Percentage of non-crime incidents*.

Number of proactive crimes*.

Service profile representation by protected characteristics.

Less Crime

Number of crimes/detection rate (by crime group i.e. Non-Sexual Crimes of Violence, Acquisitive Crime, Crimes against Society etc).

Number/proportion of youth violent crimes.

Number of Cybercrimes.

Reoffending Rate.

Level of threat, risk and harm (MoRILE scoring).

Supported Victims

User Experience question – Based on your overall experience, how satisfied are you with your police service?

Your Police Question - % respondents that have confidence in local policing.

Percentage of repeat victims by male/female*.

Number of victims referred to partners*.

Human Trafficking - Number of NRMs reported.

Number of concern reports shared with partner agencies.

Number of contacts handled within service level agreements.

Thriving Workforce

Our Culture: Absence Rate (Short term / long term).

Our Culture: Number of assaults on Police Officers/Staff.

Our Culture: Financial Sustainability, Improved Fleet Efficiency and Reduction in Utilities Consumption.

Our Culture: Number of training days undertaken on new priority.

Workforce Survey: Percentage positive index score: Our Organisation overall.

Workforce Survey: Our organisation creates a safe environment and support systems for colleagues to raise concerns.

% turnover by Police Officers/Staff.



Management Information

In addition to the above KPIs, management information with further detail, geographical breakdown and supporting evidence will be available on the Performance Dashboards.

These KPIs, dashboards and management information will be used throughout Police Scotland to monitor, by exception, performance for operational use, Divisional, Regional and Force Tasking and to inform overall performance reporting.

Safer Communities		
Number of Suspected Drug Related Deaths.	Missing Person Demand – volume / type / locations / investigations.	Number of Fixed Penalty Notices (FPNs)/Direct Measures issued.
Number of Naloxone administrations by Police Officers.	Number of Mental Health related incidents.	Road Traffic Offences.
Number of people killed/ seriously injured (Roads Safety).	Number of external force requests	Force profile by protected characteristics to National Census data.
Number of children killed/ seriously injured (Roads Safety).	Number/Detection rate of Group 6 (Antisocial Offences).	
	Stop Search compliance rate.	

Less Crime

Number/Detection rate of Group 1-5 crimes.

Number/Detection rate of Group 1 (Non-Sexual Crimes of Violence).

Number/Detection rate of Group 2 (Sexual Crimes).

Number/Detection rate of Group 3 (Crimes of Dishonesty).

Number/Detection rate of Group 4 (Damage and Reckless Behaviour).

Number/Detection rate of Group 5 (Crimes Against Society).

Number/Detection rate of VAWG Crimes.

Number of crimes with youth offender.

Number of incidents of youth disorder.

Number/Detection rate of Cybercrimes.

Number/Detection rate of Fraud Cybercrimes.

Number/Detection rate of Sexual Cybercrimes.

Undetected crime outcomes (Top 3).

Number/Detection rate of Hate Crimes.

Re-offending rate by Crime Group.

Number of Sex Offender Notification Requirements (SONR) offences committed.

Number of Preventative Order offences committed (SHPO, SRO and equivalent orders issued).

Serious Organised Crime Group mapping and arrests.

Number of County Lines Groups.

Supported Victims

User Experience: survey results.

Your Police: survey results.

Trust Index: Trust Index score and upholding Respect, Human Rights, Fairness and Integrity.

Number/percentage of victim support cards issued.

Number of human trafficking crimes recorded and detected, including linked offences such as brothel keeping.

Call handling data.

Digital/Contact Us enquiries.

Repeat contacts.

Incident resolution.

Thriving Workforce

Absence and wellbeing.

Occupational Health support data.

Assaults and injuries data.

Fleet and Estates efficiency and consumption data.

Learning, Training and Development data.

Positivity scores from Workforce survey.

Working in a safe environment data from Workforce survey.

Resolving workplace issues data.

Complaints data.

Workforce planning data.

