



Scottish Criminal Cases
Review Commission

CORPORATE PLAN

2025-28

May 2025

Scottish Criminal Cases Review Commission

Purpose

To review potential miscarriages of justice in criminal cases in Scotland and refer appropriate cases to the High Court for an appeal.

The Scottish Criminal Cases Review Commission was established in 1999 as an independent public body to review alleged miscarriages of justice. The Commission was created by section 194A of the Criminal Procedure (Scotland) Act 1995 and has the power to refer cases to the High Court for determination.

Anyone convicted of a criminal offence in Scotland may apply to the Commission to have their convictions and/or sentences reviewed (but normally only after a previously unsuccessful appeal).

Thereafter the Commission has a statutory obligation to provide a statement of reasons for making a referral to the High Court or for deciding not to refer a case.

Our Strategic Aims

- to strengthen public confidence in the justice system by identifying and reviewing potential miscarriages of justice;
- to investigate all cases to a consistently high standard and without undue delay;
- to promote public understanding of the Commission's role
- to work with others to deliver a quality service which is person-centred and trauma-informed

Our strategic aims have been agreed by the Scottish Ministers and the Commission is committed to the achievement of these aims and contributing effectively to the Scottish Government's National Outcomes.

Equality

In accordance with the Equality Act 2010, we make any reasonable adjustments which are necessary to assist those individuals with a protected characteristic or disability to engage fully with us. Please let us know if you need any assistance with this document.

We are a member of Happy to Translate and can, upon request, provide language assistance with this document or make it available in alternative formats.



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About the Commission

Case Outcomes

Since establishment on 1 April 1999 to 31 March 2025 we have received a total of 3476 applications and completed the review of 3420 cases. As at 31 March 2025, a total of 164 cases were referred to the High Court for an appeal. Our overall rate of referral has therefore been 4.8%. The stage 2 referral rate is 11.8%

The referral rate in the last five years – the number of referrals (20) expressed as a percentage of the total number of cases concluded (701) – was 2.9%. The stage 2 referral rate in the last five years was 14.3%

Of the 164 cases referred to the High Court a total of 151 had been determined by 31 March 2025. Of these cases, 99 appeals were granted and 52 were refused. A further 13 cases were abandoned by the applicants. Therefore 65.6% of cases referred and decided were successfully appealed by the applicant.

Structure

We currently operate with a Board of 8 Members, one of whom is the Chair. All appointments are made by Royal Warrant on the advice of Scottish Ministers and in line with the Code of Practice issued by the Ethical Standards Commissioner.

Our current staffing comprises a Chief Executive, a Director of Corporate Services, 2 Senior Legal Officers, 3 Legal Officers and 3 administrative support staff.

Further Information

Although we operate within a framework of statutory provisions that limit our disclosure of information, we are committed to our strategic aim of promoting public understanding of our role. To assist with this aim, and in line with our Publication Scheme, we have a corporate website, www.sccrc.co.uk, which provides detailed information about the Commission, our governance arrangements and key corporate documents. We also publish details of our Board and management team. We will however be completely redesigning our website over the next 4 months and aim to make this more user focused and accessible, with enhanced functionality.

Our 3-Year Focus

During the 2022-25 corporate planning period, we had a strong focus on recovering from the disruption arising from the global pandemic. We learned lessons from our response to this crisis, improving our ways of working through use of technology and enhancing our overall review processes.

We expected that throughout this period our case numbers would gradually return to pre-pandemic levels, and the process of re-engaging with our stakeholders would enhance both awareness and understanding of our role. We also set ourselves several focus areas over this period, which included:

- Learning Lessons;
- Engagement;
- Research, Learning & Development
- Wider Role;
- Legislative Framework; and
- Inequalities

By the end of this 3-year period, we had made good progress on our focus areas. But it was clear that our assumptions regarding case numbers underestimated the impact of successful re-engagement and awareness raising. External factors within the justice sector are likely to have contributed to increasing case numbers. These may have included:

- Delays in the Appeals Court process;
- Challenges within the legal aid system; and
- Our enhanced profile following involvement in cases such as Post Office/Horizon system.

We exceeded our highest rate of new applications in both 2023-24 and 2024-25, receiving 177 and 213 respectively. We also successfully met all our case-related targets during this period and delivered a quality service to our applicants and stakeholders. All of this was achieved despite our operating with our lowest full-time equivalent staffing resource. However, as highlighted within this plan, we have reached a significant point in terms of our ongoing sustainability and resilience, and this needs now to be addressed as a priority.

These pressures over the past 3 years have affected our delivery of wider goals and aspirations, as we focused on delivering our core service and meeting our statutory obligations. We will, over the course of the next 3 years, continue to incorporate these focus areas.

Our annual business plans will identify the specific objectives to be achieved in the furtherance of our strategic aims and we will be focusing on the following key areas as part of these objectives:

1. **Active Wider Role:** consider further how we interact with the justice and other sectors, not only by sharing knowledge, experience and opinions, but by actively encouraging and supporting change, where we have identified specific issues through our core business that need to be addressed.
2. **Engagement:** undertake further analysis of our engagement activities and how they have met our intended objectives and the impact that they have had on case volumes and quality of applications.
3. **Environmental:** discharge fully our responsibilities in relation to the environment and climate change, including: reducing the Commission's greenhouse gas emissions and impact on the natural environment; helping to deliver the Scottish National Adaptation Plan by developing resilience to the future climate and planning for business continuity; acting in the most sustainable way and ensuring climate change and sustainability are integrated into our decision-making; furthering the conservation of biodiversity as we carry out our work; and reporting on our progress.
4. **Inequalities:** continue to work with our key stakeholders in identifying and addressing any perceived or actual inequalities that may arise as a result of the way in which we provide our service. We will also strive to enhance accessibility to all aspects of our service, particularly with the continuous development of our application process and website functionality. We will also invest further in the work that we have taken forward in delivering effective person-centred and trauma-informed services.
5. **Openness, Fairness & Transparency:** review our overall governance arrangements, both in terms of the case review process and operational activities. By doing so, aim to ensure that we are delivering all services in an open, fair and transparent manner, making enhancements and updates where possible, and contributing to enhancing public confidence and perception of the criminal justice system's ability to identify and correct miscarriages of justice.
6. **Research, Learning & Development:** identify methods of facilitating meaningful internal and external research, particularly in areas where we have accumulated significant knowledge, experience and data over the

past 25 years, and using this to develop as an organisation and to contribute to the sector more widely.

7. Sustainability & Resilience: undertake further and comprehensive review of our ongoing sustainability and resilience, based on latest case-related data, financial projections and staffing resources. Therefore putting ourselves in a stronger position to negotiate funding and support from Scottish Government, as well as identifying potential areas for better sharing of services and support.

8. Wellbeing: invest further in the wellbeing of our staff resource in order to support our staff fully in their work with the Commission and wider lives.

In 2022 the Scottish Government published its new *Vision for Justice in Scotland* which builds on the 2017 *Justice Vision and Priorities*. A key focus of these documents is to ensure that all parts of the justice system deliver person-centred services and embed trauma-informed practices. We have therefore incorporated these ambitions within our strategic aims and will consider them further as part of the ongoing review and development of our policies and operation practices.

Work taken forward over the next 3 years will be detailed within our annual business plans and will include details of our performance against our aims and objectives in the preceding year. In addition, our annual reports will provide a more detailed evaluation of these activities.

Scottish Government's National Performance Framework

The Government's purpose, as defined within the framework, is to focus on creating a more successful country with opportunities for all of Scotland to flourish through increased wellbeing, and sustainable and inclusive economic growth.

It aims to reduce inequalities and gives equal importance to economic, environmental and social progress.

It also sets out the values which guides the approach to government and public services in Scotland.

- treat all our people with kindness, dignity and compassion
- respect the rule of law
- act in an open and transparent way

We are committed to the Scottish Government's purpose and national performance framework and our work contributes to the achievement of 6 of the National Outcomes.

HUMAN RIGHTS



We respect, protect
and fulfil human rights
and live free from
discrimination

ENVIRONMENT



We value, enjoy,
protect and enhance
our environment

HEALTH



We are healthy and
active

FAIR WORK & BUSINESS



We have thriving and
innovative businesses,
with quality jobs and
fair work for everyone

EDUCATION



We are well educated,
skilled and able to
contribute to society

INTERNATIONAL



We are open,
connected and make a
positive contribution
internationally

We have incorporated these 6 National Outcomes within our Corporate Plan to show how we contribute to them through the delivery of our strategic aims. We have also identified appropriate targets and both national and local indicators which will demonstrate our performance and contribution to the Scottish Government's purpose.

Corporate Expectations of Public Bodies

We are committed to aligning ourselves with the Scottish Government's corporate expectations, where applicable, and have integrated these expectations within the Corporate Plan. Subsequent business plan objectives will specifically set out how to enhance the Commission's progress on alignment with the corporate expectations.

The relevant corporate expectations are set out below:

National Performance Framework

We will work with the Scottish Government to develop a shared understanding of the joint priorities over the medium term in order to contribute towards delivery of the National Outcomes. We will develop appropriate corporate communications and engagement strategies to fully reflect this.

Youth Employment

We will support the Government's youth employment strategy through ongoing delivery of our own strategy which seeks to provide opportunities, where appropriate, for unemployed young people.

Finance

We will seek to align, where appropriate, our activities and strategy with the priorities set by Ministers in the current Spending Review, taking account of the impact of our actions on overall public spending.

Fraud Prevention

We will continue to implement and develop proactive counter-fraud policies which are consistent with Scottish Government guidance, including the review of current counter-fraud activities and the adoption of robust reporting procedures.

Procurement

We will maintain an accurate and up-to-date contracts database and share information on contract performance and anticipated future contracting activity. We will maintain levels of procurement capability appropriate to our spending levels, working with Scottish Procurement to agree procurement improvement plans where appropriate.

Shared Services

We will continue to investigate opportunities for shared services where appropriate and assess the business case for shared service options before proceeding with investment plans in corporate systems or services. If required, we will ratify corporate systems proposals through the Strategic Corporate Services Board.

Human Resources

We will engage fully with Scottish Government HR Shared Services in the ongoing development of HR processes and procedures in order to support workforce development and talent management. We will also consider ways to facilitate career development opportunities across the sector.

We will comply with the Code of Practice for Ministerial Appointments to Public Bodies in Scotland, working closely with our sponsor team to facilitate effective Board succession planning and appointments.

Transparency

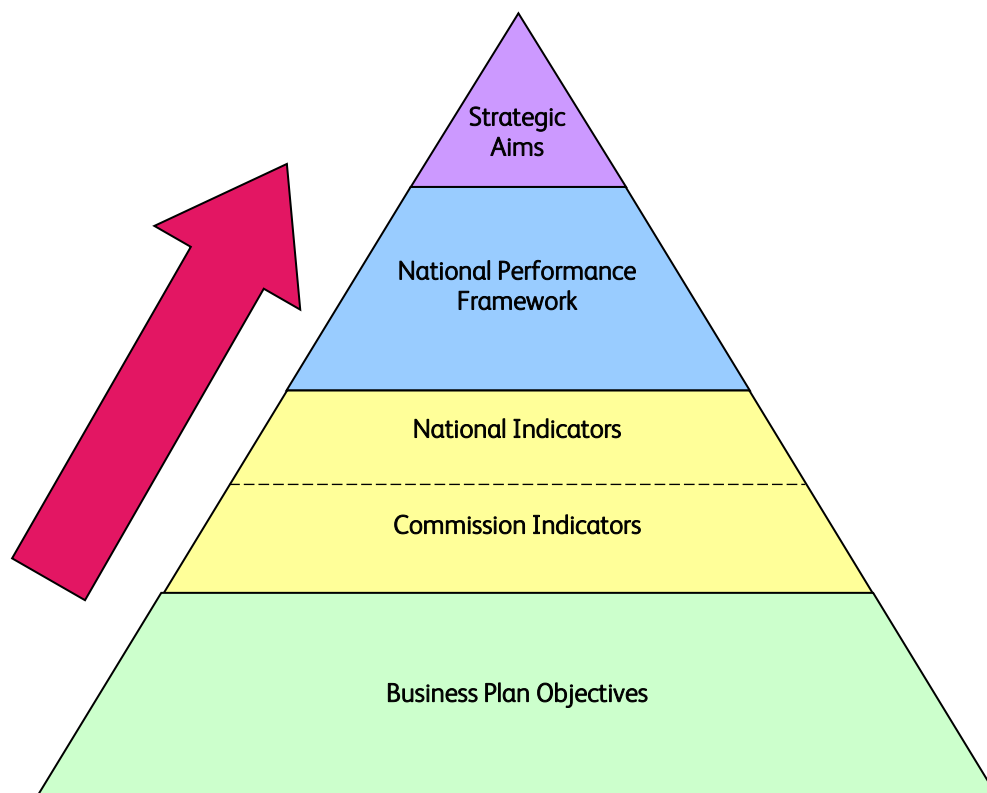
We will adopt policies for open and proactive publication of relevant information, where appropriate, consistent with the Scottish Government's transparency agenda and our founding legislation.

Delivery of Our Strategic Aims

Within our Corporate Plan we set out the performance framework within which we operate. This comprises our Strategic Aims and alignment to the Scottish Government's National Outcomes, achievement of which is identified through the relevant National and Commission Indicators and specific case related targets.

Our Corporate Plan also sets our vision and priorities for the next 3 years. This provides the foundation for the subsequent business plans, which set out the specific objectives for the year ahead, i.e. those tasks to be delivered during the year which will directly contribute towards the achievement of our Strategic Aims.

The delivery of our Strategic Aims is illustrated below within the context of the National Performance Framework.



The measures we intend to use to demonstrate the delivery of our strategic aims and contribution to the National Performance Framework are set out fully in Appendix A, including details of national and local performance indicators.

Assumptions

The Corporate Plan has been developed using appropriate assumptions relating to case numbers, financial and other resource requirements and the delivery of our strategic aims. These assumptions take into account statistical data, historical trends and critical reviews of our main operating procedures. The assumptions we have used are set out in summary below.

Case Numbers

Over the past 3 years, part of our key focus was to address the fall in case numbers experienced as a consequence of the global pandemic. We put in place a new engagement strategy, setting out our plans to re-engage with all key stakeholders and raise our profile and understanding of our role with potential applicants and those who support them.

In terms of new case numbers, 2021-22 saw a reduction in new applications to their lowest level, with 98 being received that year. Post-pandemic, in tandem with our re-engagement activities, case numbers increased to 139, 177 and 213 in 2022-23, 2023-24 and 2024-25 respectively. The latter 2 years represented record numbers since the establishment of the Commission.

This increase in new cases has been higher than expected and we initially thought that case numbers would gradually return to their pre-pandemic levels. In reality, the increase has been more significant and sustained. We will be looking into these patterns more closely during the current corporate planning period in order to more fully understand the impact of both our internal engagement activities and external factors. It is hoped that this will enhance future planning in terms of anticipating case numbers and respective resource requirements.

For the purposes of this Corporate Plan, we have assumed that case numbers will continue at their increased level. We will however review and, where appropriate, revise this assumption within our annual business plans, based on ongoing analysis and updated statistical information.

Staffing

We have set out earlier within this plan, how case numbers, fiscal pressures and reductions in staffing resources have impacted on our resilience and ability to deal with future fluctuations in business effectively. We also recognise that our staff are our most important resource and we remain committed to their health and wellbeing, whilst recognising the adverse impact of work pressures and how this links to our institutional resilience.

Staffing assumptions have always been closely aligned to case numbers, and during the previous 3-year period, our assumptions were very different and reflected the drop off in case numbers. We are now in a position where case numbers have increased significantly and this appears to be sustained. As a result, we have submitted detailed resource plans to our sponsor department and these include requests for additional funding to increase our legal officer resource to an appropriate level in order to continue to deliver a high-quality service, whilst fully meeting all of our statutory responsibilities.

As at 31 March 2025, our staffing comprised a Chief Executive, a Director of Corporate Services, 2 Senior Legal Officers, 3 Legal Officers and 3 administrative support staff. Over the past 6 years, our full-time equivalent staff numbers have reduced by 22.8 %, whilst case numbers have increased by 66 %. The number of cases being concluded following full review has remained consistent and we have managed to achieved each of our case related targets, demonstrating not only the hard work and commitment of both staff and Members, but also the focus on providing a quality service without undue delay.

We also operate with a Board of 8 Members, including the Chair. We do not expect any changes to this complement within the corporate planning period.

Financial Forecasts

Grant in aid funding is received from our sponsor department, the Scottish Government's Justice Directorate. Historically this has been based on agreed financial forecasts and supporting assumptions, as set out within our Framework Agreement.

Over the past 5-year period there has been a reduction in actual cash funding from £1,283,995 in 2019-20 to £1,235,000 in 2023-24. The cash budget for the year just ended, 2024-25, increased marginally to £1,272,000. In real terms, giving the current economic climate and cost of living crisis, this represents an ongoing eroding of available cash resources.

The small increase in 2024-25 was, in the main, to assist in funding the 2024-25 pay remit. We are in an analogue pay agreement with Scottish Government which means that annual pay awards are driven by the centre, removing any flexibility for staff in post. Over the past 5 years, the Commission's staff paybill has remained static at £732,000. This has only been possible on account of the 22.8 % staffing reduction in this period, with the funding of ongoing public sector pay increases funded primarily through depletion of staff resource.

There have however been some small fluctuations and additional funding being made available to us, mainly to address additional unplanned and unforeseeable expenditure in respect of legal and investigative costs. We continue to be grateful for our sponsor department's support in respect of these demand-led costs.

In terms of financial assumptions over the next 3 years, as previously noted, we are currently negotiating with our sponsor department over staffing resources and funding to support a more resilient legal officer structure. This is fundamental in terms of supporting us to fully and effectively deliver our core services. The implications of prior year cuts and a budget freeze continue to present difficulties for us in terms of funding, particularly when approximately 82% of our costs are fixed i.e. staffing and accommodation.

As at 1 April 2025, we are awaiting formal confirmation of our current year budget. The delay in this process in part reflects the timing of the approval of the Scottish Government budget. In terms of formulating meaningful and fully costed future plans, the current funding process limits our ability in this area. Again, this will be something that we continue to raise with our sponsor department as we attempt to look beyond the short-term.

We will also continue to strive for further efficiency in overall running costs through collaborative and shared service arrangements, and we will work closely with our sponsor department to secure appropriate levels of baseline funding. It has however become increasingly more difficult to realise meaningful savings given the level of efficiencies already achieved and overall budget reduction.

Financial Estimates

	2024-25	2025-26	2026-27	2027-28
Members' Fees & Expenses	£100,000	£100,000	£110,000	£110,000
Staff Costs	£795,000	£894,000	£950,000	£950,000
Accommodation	£185,000	£195,000	£195,000	£195,000
System Support	£60,000	£70,000	£70,000	£70,000
Investigations	£8,000	£8,000	£8,000	£8,000
Legal Costs	£15,000	£10,000	£10,000	£10,000
Misc Travel & Subsistence	£5,000	£2,000	£3,000	£4,000
Training	£5,000	£5,000	£5,000	£5,000
Capital	£5,000	£5,000	£10,000	£10,000
Non Pay Costs	£94,000	£115,000	£115,000	£115,000
TOTAL	£1,272,000	£1,404,000	£1,476,000	£1,477,000

Managing Risk

We have in place a system for identifying, monitoring and mitigating the risks associated with the non-achievement of our corporate aims. This system forms part of our risk management strategy which takes into account external factors and changes in the control environment in order to effectively manage applicable risks. We currently prioritise the following key risk areas within our corporate risk register:

- Loss or significant reduction in funding
- Loss of key personnel and skills shortage
- Breach of data or IT security
- Loss of Board expertise
- Change in legislation affecting the Commission's work
- Receipt of one or more cases which are exceptional in their nature
- Lack of effective stakeholder engagement
- Increase in number of court actions raised against the Commission and/or unsuccessfully defended actions
- Fraud, bribery, corruption and/or loss of financial control
- Breach of physical security

Full details of our Risk Management Strategy and Corporate Risk Register can be found on our website, www.sccrc.co.uk

Case Review

We have developed a set of comprehensive case handling procedures which are subject to regular review and have enabled us to maintain a consistently high quality of service based on our established case review targets.

In terms of openness and transparency, these procedures provide a detailed and comprehensive description of the case review process, identifying the core aspects of our governance arrangements and decision-making structures. They act as a guide for applicants and their representatives and internally, assist in the provision of a consistent and quality service. The case handling procedures are published on our website and are available upon request.

Managing our current increased case numbers has been assisted, to some degree, by our robust stage 1 pre-acceptance procedure. The number of cases accepted for stage 2 review has further reduced over the past 3 years, and we will continue to ascertain what we can do to support applicants through the application process. We will also continue to review and update our case handling procedures, ensuring that they support effective governance over the case review process.

We remain committed to identifying ways in which the case review procedure can be enhanced. In addition to the ongoing review of our case handling procedures, further focus will be made on utilising enhanced technology to assist in the delivery of the case review process. This will help us to maintain consistently high standards to stakeholders during a period of continued high case numbers and ongoing budgetary pressures.

Case Review Targets

We are committed to ensuring that all cases are reviewed in the most effective manner whilst maintaining the quality of investigation. Our case review targets specifically focus on the review timescale and clearly set a realistic expectation for all applicants and their representatives. These targets are directly linked to the achievement of our strategic aims.

Despite the increase in business in 2024-25 and the continued pressures on staff resource, we still managed to achieve each of our case related targets. There was however a further 4 % reduction in the number of cases accepted for a full review following stage 1 review. Performance against each of the case related targets was as follows:

Case Review Target	
1. To allocate cases received within an average of 1 month from the date of receipt	Achieved: 0.3 months average
2. To complete the stage 1 pre-acceptance procedure within an average of 3 months from the date of stage 1 allocation.	Achieved: 2.1 month average
3. To conclude sentence-only reviews within an average of 4 months of the date of stage 2 allocation.	Achieved: 2.9 month average
4. To conclude cases involving a review of conviction within an average of 8 months of the date of stage 2 allocation,	Achieved: 7.1 month average
5. To complete the review of 98% of the cases received before 31 March 2024, so that by the beginning of the 2025-26 reporting year no more than 4 of the Commission's cases are more than 12 months old.	Achieved: 2 cases over 12 months old

We have maintained our case review targets at their 2024-25 level and believe that these provide an appropriate level of challenge to enable a continued high quality of service to our applicants and their representatives, whilst ensuring cases are reviewed in a timely manner.

We will however keep these targets under close review throughout the 3-year cycle as we work closely with our sponsor department in providing effective solutions to the current resilience and capacity issues, including additional legal staff resource to effectively manage the current case volumes.

- To allocate cases received within an average of 1 month from the date of receipt.
- To complete the stage 1 pre-acceptance procedure within an average of 3 months from the date of stage 1 allocation.
- To conclude sentence-only reviews within an average of 4 months of the date of stage 2 allocation.
- To conclude cases involving a review of conviction within an average of 8 months of the date of stage 2 allocation.
- To complete the review of 98% of the cases received before 31 March 2025, so that by the beginning of the 2026-27 reporting year no more than 4 of the Commission's cases are more than 12 months old.

Case-related Statistics

In addition to our specific case review targets we report annually against a number of key case related statistics in order to demonstrate both trends and performance over time. Our current case-related statistics, which are reported in the annual report and business plan are as follows:

- Number of cases received.
- Number of cases concluded.
- Average time taken from date of acceptance to date of conclusion.
- Number of cases where initial decision not to refer is changed to a decision to refer following the submission of further representations.
- Number of referrals per year.
- Outcome of all referrals decided each year.
- Number of cases abandoned following referral.
- Cumulative referral success rate.
- Number of formal complaints received each year.
- Number of formal complaints upheld each year.
- Number of cases subject to judicial review each year.

Appendix A

1. To identify, review and address potential miscarriages of justice, and thereby contribute to the strengthening of public confidence in the Scottish criminal justice system and its ability to correct such miscarriages, by:

- providing updates and comparative statistics in relation to case outcomes;
- publicising case conclusion information;
- producing an annual report each year; and
- analysing case outcomes to inform future activities.

National Outcomes:

Human Rights: We respect, protect and fulfil human rights and live free from discrimination

International: We are open, connected and make a positive contribution internationally

National Indicators:

- Quality of public services
- Access to justice
- Scotland's reputation
- Trust in public organisations
- International networks

Commission Indicators:

- Provide case conclusion updates monthly via the website.
- Publish referred case statistics.
- Publish annual report each year by 30 June following audit review and provision of an unqualified opinion.
- Report analysis of key themes and trends identified from review of case conclusion data.
- Report on outcome of internal research and peer review.
- Achieve case review targets each year.

2. To investigate all cases to a consistently high standard and without undue delay by:

- regularly reviewing, developing and enhancing review procedures and supporting systems;
- making the best use of all available resources in line with value for money principles and best value;
- ensuring that the Commission's staff are highly trained and have excellent professional skills;
- maintaining positive contact with all relevant bodies within the justice sector in order to help facilitate effective case reviews; and
- establishing robust performance management and systems to support open, accurate, timely and accountable reporting.

National Outcomes:

Human Rights: We respect, protect and fulfil human rights and live free from discrimination

Education: We are well educated, skilled and able to contribute to society

National Indicators:

- Quality of public services
- Workplace learning
- Skill profile of the population

Commission Indicators:

- Achieve annual case review targets.
- Work within allocated budget and staffing levels.
- All staff and Board Members are suitably qualified, appropriately trained and maintain CPD requirements.

3. To promote public understanding of the Commission's role by:

- delivering an ongoing programme of information events focused on relevant organisations, key groups and interested parties;
- actively raising awareness of the Commission's role and ability to provide valuable insight and contribution through participation in consultations, working groups and research programmes;
- regularly reviewing and enhancing our Publication Scheme; and
- ensuring that our services are accessible

National Outcomes:

Human Rights: We respect, protect and fulfil human rights and live free from discrimination

International: We are open, connected and make a positive contribution internationally

National Indicators:

- Public services treat people with dignity and respect
- Quality of public services
- Access to justice

Commission Indicators:

- Promote equality and reduction of discrimination and prejudice.
- Increase number, diversity and attendance at information events.
- Applicant demographic is in line with the Scottish prison and crime statistics.
- Increase visibility and accessibility through effective communications.
- Access to more information via the publication scheme and communication media.
- Increase participation in appropriate legal reform consultations.
- Obtain feedback from stakeholder support groups which assists improving accessibility to the Commission's services by all prospective applicants.

4. To work with others to deliver a quality service which is person-centred and trauma-informed by:

- developing a greater understanding of the requirements of individuals and organisations with whom we interact in order to tailor our services to meet their needs and improve the quality of delivery;
- identifying and initiating appropriate collaborative opportunities and partnerships to improve efficiency and effectiveness where possible;
- encouraging feedback from others as a means of identifying areas for service development and quality improvements;
- maintaining our awareness of legal developments and best practice;
- focusing on how we can improve our overall service and methods of delivery whilst taking account of the subsequent environmental impact; and
- regularly monitoring the effectiveness and impact of our service delivery.

National Outcomes:

***Environment:** We value, enjoy, protect and enhance our environment*

***Fair Work & Business:** We have thriving and innovative businesses, with quality jobs and fair work for everyone*

***Health:** We are healthy & active*

National Indicators:

- Energy from renewable sources
- Waste generated
- Biodiversity
- Employees on the living wage
- Pay gap
- Contractually secure work
- Employee voice
- Gender balance in organisations
- Journeys by active transport
- Work related ill health

Commission Indicators:

- *Examples of good practice and service improvement are identified and implemented through peer review and exchange programme.*
- *Work within allocated budget and staffing levels.*
- *All staff and Board Members are suitably qualified, appropriately trained and maintain CPD requirements.*
- *Service improvements are made as a result of analysing service user feedback.*
- *Increase the quantifiable benefit of collaborative contracts, joint initiatives and service level agreements.*
- *Meet our obligations and commitments under the Public Services Reform (Scotland) Act 2010 and the Scottish Government's Corporate Expectations of Public Bodies.*
- *Responsibility for the Commission's Environmental Officer role is allocated to staff on a rotational basis whereby specific environmental actions are agreed, monitored and reported on quarterly whilst raising awareness of environmental impact amongst all staff.*