

Meeting	Policing Performance Committee Meeting
Date	9th March 2021
Location	Video conference
Title of Paper	Policing Performance Framework Review Discussion including Update on Development of the Benchmarking Framework
Presented By	Claire McGarry (Performance and Impact Lead, SPA) and Alison Shepherd (Head of Analysis and Performance, Police Scotland)
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

This paper provides the Committee with an update on recent developments in relation to review of the current performance framework and the plans for incorporating performance benchmarking information into future performance reports.

1. BACKGROUND

- 1.1 The current performance framework was approved by the Authority at its meeting of 30 June 2020¹. It consists of a range of measures and reporting products, aligned to the five strategic outcomes set out in the Joint Strategy for Policing 2020.
- 1.2 The performance framework is kept under regular review, in line with the planning cycle, which involves annual strategic assessment and the preparation of an annual police plan. This paper summarises developments in this space and outlines the approach being taken to amend the framework prior to Authority approval in June 2021.
- 1.3 The Authority established a Short Life Working Group last July to lead on the development of a performance benchmarking framework for Scottish policing. The paper updates the Committee on progress.

2. PERFORMANCE FRAMEWORK REFRESH

- 2.1 The current performance framework for policing was approved by the Authority in June 2020, following consideration by the Policing Performance Committee in May 2020. It is a co-produced framework, involving staff from Police Scotland and the Authority in its design.
- 2.2 The framework is aligned to the Strategic Police Plan's five strategic outcomes, and also takes account of the 15 strategic objectives set out in last year's annual police plan.
- 2.3 The Authority has received two quarterly performance update reports using this framework (September 2020 and November 2020) and a third quarterly performance report is on the agenda for this meeting of the Policing Performance Committee, where it will then proceed to scrutiny at the Authority Meeting in March 2021. The Authority also received a six-monthly update report on progress in implementing the Annual Police Plan activities at the November 2020 Policing Performance Committee and Authority Meeting.

¹ Available at: <https://www.spa.police.uk/spa-media/pdxbb12p/rep-b-20200618-item-6b-revised-policing-performance-framework.pdf>

- 2.4 The current framework incorporates 44 strategic measures of progress to help assess progress in delivering the five strategic outcomes agreed in the Joint Strategy for Policing 2020. These measures will be assessed in the Authority's Annual Report and Accounts 2020/21 later this calendar year, with a report being presented to the June 2021 Policing Performance Committee.
- 2.5 It is proposed that Police Scotland and Authority Staff review the current framework to take account of developments around data availability, priorities identified through strategic assessment, and the activities set out in the Annual Police Plan 2021/22. The review will take place over the course of the Spring and a refreshed framework will be presented to the Policing Performance Committee at its June 2021 meeting.

3. BENCHMARKING UPDATE

- 3.1 Performance benchmarking is one of the key components of the performance framework for policing in Scotland, and a number of activities, involving external stakeholders and subject matter experts, have taken place during the last year to steer the approach.
- 3.2 In July 2020 the Authority established a Short Life Working Group (SLWG) to progress the development of a framework and the Policing Performance Committee and Authority Meetings have been provided with updates on progress.
- 3.3 The SLWG has met on a number of occasions in the second half of 2020, most recently in December. The Group is chaired externally by the College of Policing.
- 3.4 At December meeting the terms of reference was agreed by the group, and it was agreed that a Benchmarking Practitioner Group (BPG) be established to identify specific measures and comparable jurisdictions, based on the steer provided by the SLWG.
- 3.5 The BPG is chaired by Police Scotland and includes representation from the SPA. It met on 25th January and discussed two main aims for 2021/22 in terms of developing the framework:

(1) introduction to benchmarking – a small number of introductory benchmarking metrics to be developed and reported in the 2021/22 Annual Report and Accounts.

(2) developing the framework – the introductory metrics will form the basis of a Benchmarking Framework launching 1st April 2022 as part of the next iteration of the performance framework (for 2022/23).

- 3.6 It is proposed that the introductory benchmarking metrics will align to themes of Best Value and Continuous Improvement, and will cover enabler strategies around Fleet, Environmental and Estates to reflect challenges relating to sustainability and innovation.
- 3.7 The BPG has established a calendar of activity for 2021/22 and aims to report to a July 2021 meeting of the SLWG with a proposed set of introductory benchmarking metrics.

4. FINANCIAL IMPLICATIONS

- 4.1 There are **no** financial implications associated with this report.

5. PERSONNEL IMPLICATIONS

- 5.1 There are **no** personnel implications associated with this report.

6. LEGAL IMPLICATIONS

- 6.1 There are **no** legal implications in this paper.

7. REPUTATIONAL IMPLICATIONS

- 7.1 There are **reputational** implications in this paper associated with the need for the policing system to listen to the opinions of communities and promote and enhance public confidence.

8. SOCIAL IMPLICATIONS

- 8.1 There are **no** social implications associated with this paper.

9. COMMUNITY IMPACT

- 9.1 There are **no** community implications associated with this paper.

10. EQUALITIES IMPLICATIONS

10.1 There are **no** equality implications associated with this paper.

11. ENVIRONMENT IMPLICATIONS

11.1 There are **no** environmental implications associated with this paper.

RECOMMENDATIONS

Members are invited to:

Note this update in terms of the review of the current performance framework and developments around benchmarking, including the proposal to bring a revised framework to the June 2021 Policing Performance Committee.