

<b>Meeting</b>	<b>SPA Policing Performance Committee</b>
<b>Date</b>	<b>26<sup>th</sup> August 2020</b>
<b>Location</b>	<b>Teleconference</b>
<b>Title of Paper</b>	<b>Update on development of the Policing Performance Benchmarking Framework</b>
<b>Presented By</b>	<b>Barry Sillers, SPA Director of Strategy and Performance</b>
<b>Appendix Attached</b>	<b>Yes</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>

**PURPOSE**

This paper provides the Committee with an update on progress made since the May Committee meeting with respect to the development of an external performance benchmarking framework for Scottish policing.

## **1. BACKGROUND**

- 1.1 In April 2020 the Authority and Police Scotland co-hosted a teleconference seminar on performance benchmarking, bringing together experts and advisors from across both organisations as well as a number of external participants. The purpose of the seminar was to explore how the Authority and Police Scotland should develop a framework and approach to performance benchmarking taking account of learning, experiences and best practice from elsewhere.
- 1.2 Comparative performance assessment activity provides an opportunity to reflect on performance and understand areas for potential improvement. A more systematic performance benchmarking approach will further enhance the capabilities of the Scottish policing system to promote organisational learning and support continuous improvement.
- 1.3 The Committee, at its meeting of 28<sup>th</sup> May 2020, reflected on the main outcomes from the seminar, and requested that Authority staff and Police Scotland work together to establish a multi-agency working group to produce a proposed viable framework.
- 1.4 This paper provides the Committee with an update on developments since May 2020.

## **2. FIRST STEPS**

- 2.1 At the request of the Committee in May a short life working group (SLWG) has been established that will develop an external performance benchmarking framework for use by Police Scotland, the Authority and others to conduct comparative analysis to assess policing performance, identify current good practice and areas of strength, and identify opportunities for potential improvement.
- 2.2 The SLWG met for the first time on 16<sup>th</sup> July via video conference and considered a draft terms of reference (Appendix 1). The meeting was co-Chaired by Martyn Evans and DCC Fiona Taylor. Contributing participants were Martin Smith (SPA), Tom McMahon (Police Scotland), Tina Yule (HMICS), Elaine Galbraith (HMICS), David Smith (Scottish Government Justice Analytical Services), and Nerys Thomas (the College of Policing).
- 2.3 Attendees suggested a number of minor amendments to the terms of reference, including enhancement of the membership. Gillian Routledge (Durham Constabulary and represented on the National

Police Chief's Council's Performance Management Co-ordination Committee) has since been invited to join, as has Karen Mellodew (HMICFRS England and Wales). Both have accepted their invitations. At the request of PS and the SPA Nerys Thomas has agreed to act as the Chair at future meetings. A revised terms of reference will be presented to the SLWG at its next scheduled meeting for final approval.

- 2.4 In addition to establishing the terms of reference, a key action generated at the first SLWG meeting involved Authority staff and Police Scotland staff undertaking initial desktop research into the complementary elements of potential comparator Forces and jurisdictions and comparable measures and data availability. The research is also being shaped and guided by themes of efficiency, effectiveness and legitimacy, with a recognition of the need for alignment to the approved strategic outcomes in the Joint Strategy for Policing (2020).
- 2.5 The next SLWG meeting, expected to take place at the beginning of October, will receive an update on the research findings as well as consider next steps.

### **3. FINANCIAL IMPLICATIONS**

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

### **4. PERSONNEL IMPLICATIONS**

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

### **5. LEGAL IMPLICATIONS**

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

### **6. REPUTATIONAL IMPLICATIONS**

- 6.1 There are **reputational** implications in this paper associated with the need for the SPA and Police Scotland to demonstrate the effectiveness and efficiency of policing in Scotland.

### **7. SOCIAL IMPLICATIONS**

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

**8. COMMUNITY IMPACT**

8.1 There are **no** community implications associated with this paper.

**9. EQUALITIES IMPLICATIONS**

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

**10. ENVIRONMENT IMPLICATIONS**

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

**RECOMMENDATIONS**

Members are invited to Note this update from the SLWG.

## **APPENDIX 1**

**NOTE – THIS IS A DRAFT VERSION - to be agreed at the next SLWG Meeting**



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## **TERMS OF REFERENCE**

### **POLICING IN SCOTLAND EXTERNAL PERFORMANCE BENCHMARKING SHORT LIFE WORKING GROUP**

#### **Purpose and Scope**

Police Scotland and the Scottish Police Authority are working together to establish external benchmarking to compare the performance of policing. The purpose of this Short Life Working Group (SLWG) is to review suitable key relevant data points, their availability and reliability and who should validate and collect them. Data points are the critical element to develop a public facing policing benchmarking process. The outcome sought is a straightforward high-level framework to assure the public on the general efficiency of the policing service in Scotland. Benchmarking will also allow internal learning and improvement in policing performance in Scotland by a process of comparative examination through benchmarking against other police services across the UK and beyond. The comparison and the insight gained would also form part of the suite of information considered annually within the Authority's Annual Report and Accounts.

The SLWG is not a decision-making forum but will inform decision making through the examination of various elements of good practice in benchmarking, an assessment of the available sources of comparative analysis and the presentation of a definitive collaboratively developed recommendation on how benchmarking data is collected, validated and reported.

The proposed approach will be developed with the input and support of a range of stakeholders including the Scottish Government and HMICS colleagues. Full governance and approval responsibility for the framework

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will rest firstly with the PS Senior Leadership Board and then onto the Scottish Police Authority's Policing Performance Committee for endorsement by the SPA Board.

Following on from the Joint SPA/PS convened seminar on benchmarking held by teleconference in April 2020, the function of the SLWG is to provide an expert stakeholder forum to allow a more detailed examination of the opportunities and known challenges with respect to external performance benchmarking, consideration of the range and source of relevant data, organisations and jurisdictions in terms of data suitability and the availability of timely comparative performance information.

SLWG meetings will primarily be used to discuss ideas, set tasks and review and monitor progress in developing the framework, directing work as required at Executive level and where required escalating any issues through appropriate internal governance mechanisms.

The key output of the SLWG will be a proposed framework for consideration which describes:

- An optimal set of external data sources and measures and indicators against which benchmarking will be conducted
- A proposed lead agency for the collection and collation of data included relative responsibilities and relationships
- A proposed reporting frequency and format and arrangements for data quality assurance
- A proposed supporting insight and analysis mechanism to support taking learning from the presented data

### **Membership**

The SLWG will have an appointed independent Chair with experience of benchmarking and comparative analysis in a policing context, proposed by the Chair of the SPA Policing Performance Committee and agreed with Police Scotland Deputy Chief Constable Professionalism, who will both be members of the SLWG.

The other members of the SLWG will be senior representatives from the Scottish Police Authority and Police Scotland and representation will be invited from HMICS, Scottish Government and the College of Policing. Additional invitations may be extended beyond these organisations following discussion with the above proposed membership..

## **Meetings**

The SLWG will meet via video conference (Microsoft Teams) at intervals of approximately 6 weeks. The Chair of the SLWG will provide a brief, action-based written report to the Authority's Policing Performance Committee outlining progress and future milestones.

It is anticipated that the SLWG will deliver a proposed framework aligned to the key outputs for consideration by approval bodies by the end of 2020 in order to be ready for performance reporting at the commencement of the financial year 2021/22.

## **Secretariat**

Support will be provided to meetings by SPA officers through a dedicated Secretariat, which will be responsible for all arrangements associated with supporting the meeting.