

Meeting	SPA Policing Performance Committee
Date	9 December 2021
Location	Video Conference
Title of Paper	Demand & Analysis – Update & Improvement Plan
Presented By	Gillian Cherry, Head of DPU
Recommendation to Members	For Noting
Appendix Attached	Yes Demand Analysis Improvement Plan

PURPOSE

The purpose of this report is to ask members to note the Police Scotland Demand Improvement Plan which will address the 12 recommendations and proposed actions and owners following the HMICS Assurance Review of Police Scotland Demand Analysis and Management.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 In March 2021, Her Majesty's Inspectorate of Constabulary in Scotland (HMICS) undertook an assurance review of demand analysis and management in Police Scotland. The aim of this review was to assess the effectiveness and efficiency of the analysis and management of demand within Police Scotland.
- 1.2 The review considered the next stages of the development of demand modelling and used a supportive methodology to work alongside the DPU to further this approach. As part of the review, HMICS also considered leadership and governance as well as the relevant linkages to strategic planning and assessment, financial planning, workforce planning, organisational design and data management strategy.
- 1.3 The review was published on the 29th June 2021.

2. FURTHER DETAIL ON THE REPORT TOPIC

Current Position and Activity

- 2.1. The review highlighted the significant efforts the service has made to develop its understanding of demand, as well as identifying some areas for improvement. It noted that demand data and analysis are vital for making informed plans for resources and budget, ultimately ensuring that resources are deployed to best meet the needs of the public.
- 2.2 It is important to note that the review was of the whole organisation's approach and understanding of demand, and was not a specific review of the DPU alone. The report expressed how HMICS were impressed by the capability of the Demand and Productivity Unit however observed that it remains a small unit and the value of its contribution is hampered by capacity to deliver, not capability.
- 2.3 Members of the Demand and Productivity Unit (DPU) and the Governance, Audit and Assurance Team have engaged with HMICS in the development of the responses to the recommendations and are grateful to HMICS for providing their evidential expectations for each of the recommendations. This will assist us to focus on the

impact and outcome of the actions and considering evidence in submitting recommendations for closure.

- 2.4 SPA owned actions on recommendations have also been discussed with DPU/APU and aligned where possible to the delivery of PS actions.

Recommendations and Actions

- 2.5 There were 12 recommendations from the HMICS report in total. Details of the recommendations and their proposed actions are identified below:

Recommendation

Action to Be Taken

R01 Demand Framework and Delivery Plan Police Scotland should develop a demand framework and delivery plan as soon as possible to include the implementation of a structured engagement model to support the effective analysis and interpretation of demand information.	1. Develop DPU 2-year Delivery Plan taking account recognised approaches in Policing;-as a tactical delivery plan it is expected that this will include operational actions to meet recommendations 2, 3, 4, 7, 8, 9, 11 and 12. <i>This recommendation will inform and be informed by recommendations R06; R07 and R08.</i>
	2. Revise DPU 'Method Pack' containing definitions, methodologies and approaches to focus on demand framework. (activity will be included in Communications plan as referenced in recommendation 9)

<p>R02 Annual Demand Baseline Product Integration</p> <p>Police Scotland should integrate the development of the annual demand baseline product with the force strategic assessment to ensure a more strategic focus, consistency of approach and address areas where demand information is currently lacking.</p>	<ol style="list-style-type: none"> 1. Include initial peer review of latest demand baseline in strategic assessment to ensure strategic focus. 2. Define Strategic assessment planning arrangements to include DPU/Strategic Analyst cross-team workshop and reverse peer review processes to support the integration of baseline to strategic assessment. 3. Present the initial results of the strategic assessment to the relevant governance boards- RDB/ODB for approval.
<p>R03 Continuous Improvement and Organisational Learning Framework</p> <p>Police Scotland should develop a cohesive approach to failure demand as part of a corporate continuous improvement and organisational learning framework.</p>	<ol style="list-style-type: none"> 1. Develop failure demand methodology within DPU taking into account good practice, previous work in this area and wider research across UK Policing, public sector and private industry 2. Develop arrangements to align with Continuous Improvement Team and corporate approaches in relation to organisational learning, ensuring clear plans to develop failure demand information.
<p>R04 Analytical Products - Design, Delivery and Transparency</p> <p>Police Scotland should further build on the approach to capturing the standards, assumptions, caveats and quality issues around demand information (both source systems and</p>	<ol style="list-style-type: none"> 1. Review approaches to provide increased transparency of and confidence in demand data, including changes to Standards Weights and Measures (SWM) work.

<p>data repository) and ensure increased transparency around these in designing and delivering analytical products.</p>	<p>2. Ensure that key caveats and assumptions are front-loaded to demand assessment model.</p>
<p>R05 Leadership of Scrutiny Processes</p> <p>Police Scotland and the Scottish Police Authority should, in line with a demand framework, review the operational leadership, governance and focus of their scrutiny processes around demand analysis and management</p>	<p>1. Engage with the GAA Assurance Team to develop an assurance map of scrutiny processes around demand analysis and management.</p> <p>2. Report findings and identify recommendations to Organisational Design & Delivery Group (ODDG)/Demand, Design and Resources Board (DDRB) for approval and tasking of improvement actions to business areas.</p>
<p>R06 Strengthen Strategy Development to include Demand Analysis</p> <p>Police Scotland should further strengthen its approach to strategy development to include consistent involvement of demand analysis and organisational design elements.</p>	<p>1. The DPU will engage with the Strategy, Insight and Engagement team ensuring that DPU analysis informs development of both overarching organisational strategy and underpinning enabler strategies as well as organisational planning processes. <i>This recommendation will be informed by and will inform recommendation 1.</i></p>
<p>R07 Formalise Organisational Design Support</p> <p>Police Scotland should set out a transparent process for the provision of organisational design support including how demand analysis is used to inform decision making concerning officer and staff numbers and calculate the demand and capacity imbalance at an</p>	<p>1. DPU will continue to collaborate with relevant colleagues and strengthen input to Strategic Workforce Planning (SWP) review and ongoing development. <i>This recommendation will be informed by and will inform recommendation 1.</i></p>

<p>organisational level.</p>	
<p>R08 Performance Reporting Framework</p> <p>Police Scotland should further develop its performance reporting framework to better integrate demand information and analysis and provide improved transparency at local level.</p>	<p>1. Continue to monitor and drive the integration of demand metrics through the implementation of the 21/22 performance framework.</p> <p>2. Engage with SPA in relation to improvements to demand information for the 22/23 framework.</p>
<p>R09 Promote Demand Products</p> <p>Police Scotland should further promote demand products, including direct input and support to divisional management teams, regarding their use and benefits, as well as setting out the role, responsibilities and authority of the Demand and Productivity Unit and Analysis and Performance Unit in providing support and guidance.</p>	<p>1. Complete refreshed stakeholder analysis.</p> <p>2. Develop enhanced Communications and Engagement plan.</p>
<p>R10 Tasking and Co-ordinating Process use of Demand Products</p> <p>Police Scotland should ensure consistency and compatibility (not requiring mandatory compliance) in revised tasking and co-ordinating processes and the associated use of demand products across all local policing divisions.</p>	<p>1. Local Policing Improvement to review across Divisional tasking in order to:- (i) gather information on the usage of the range of ODB/RDB demand type products; (ii) identify good practice which can be shared through agreed Continuous Improvement/Organisational Learning framework.</p> <p>2. Develop proposal in consultation with key stakeholders which both promotes and manages expectations for DPU products and services.</p>

<p>R11 Further Development of Demand Forecasting Approach</p> <p>The Scottish Police Authority and Police Scotland should commit to further development of the demand forecasting approach to support medium to longer term planning and decision-making.</p>	<p>1. Establish Initial demand forecasting approach to development for 20/21 Baseline.</p>
	<p>2. Continue to develop Data Science forecasting project and develop further for both DPT and next baseline in 22/23.</p>
<p>R12 Analysis Transformation to Include Demand Approach</p> <p>Police Scotland, in its development of the Full Business Case for the Analysis and Performance Unit re-design needs to include proposals for further development of the demand approach and the Demand and Productivity Unit itself.</p>	<p>1. Review APU redesign FBC to ensure integration of demand function requirements and identify resourcing and funding requirements to support demand activity.</p>

2.6 Conclusion

The majority of these actions will be delivered via a refreshed DPU tactical delivery plan over the remainder of this financial year and next.

3. FINANCIAL IMPLICATIONS

3.1 Projected financial costs will be met from business area budget.

4. PERSONNEL IMPLICATIONS

4.1 Resource requirement will be met from business area.

5. LEGAL IMPLICATIONS

5.1 There is no legal implication associated with report.

6. REPUTATIONAL IMPLICATIONS

6.1 Not fulfilling the HMICS recommendations will cause Police Scotland reputational harm.

7. SOCIAL IMPLICATIONS

7.1 There is no social implication associated with report.

8. COMMUNITY IMPACT

8.1 There is no community impact associated with report.

9. EQUALITIES IMPLICATIONS

9.1 There is no equalities implication associated with report.

10. ENVIRONMENT IMPLICATIONS

10.1 There is no environmental implication associated with report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

HMICS Demand Analysis and Management Action Plan

Recommendation	PS Action to Be Taken	SPA Action to be Taken	SPA Target	Risk Rating	Variable Target	SRO	Owner	Assignee
R01 Demand Framework and Delivery Plan Police Scotland should develop a demand framework and delivery plan as soon as possible to include the implementation of a structured engagement model to support the effective analysis and interpretation of demand information.	1. Develop DPU 2-year Delivery Plan taking account recognised approaches in Policing;-as a tactical delivery plan it is expected that this will include operational actions to meet recommendations 2, 3, 4, 7, 8, 9, 11 and 12. <i>This recommendation will inform and be informed by recommendations R06;R07 and R08.</i>			High	31/12/2021	Director of Strategy and Analysis	Gillian Cherry	
	2. Revise DPU 'Method Pack' containing definitions, methodologies and approaches to focus on demand framework. (activity will be included in Communications plan as referenced in recommendation 9)				Medium	31/03/2022	Director of Strategy and Analysis	Gillian Cherry
R02 Annual Demand Baseline Product Integration Police Scotland should integrate the development of the annual demand baseline product with the force strategic assessment to ensure a more strategic focus, consistency of approach and address areas where demand information is currently lacking.	1. Include initial peer review of latest demand baseline in strategic assessment to ensure strategic focus.			Medium	31/12/2021	Director of Strategy and Analysis	Christina MacLucas	
	2. Define Strategic assessment planning arrangements to include DPU/Strategic Analyst cross-team workshop and reverse peer review processes to support the integration of baseline to strategic assessment.			Medium	31/01/2022	Director of Strategy and Analysis	Christina MacLucas	
	3. Present the initial results of the strategic assessment to the relevant governance boards- RDB/ODB for approval.				Medium	30/11/2022	Director of Strategy and Analysis	Christina MacLucas
R03 Continuous Improvement and Organisational Learning Framework Police Scotland should develop a cohesive approach to failure demand as part of a corporate continuous improvement and organisational learning framework.	1. Develop failure demand methodology within DPU taking into account good practice, previous work in this area and wider research across UK Policing, public sector and private industry			Medium	31/03/2022	Director of Strategy and Analysis	PI Claire Boyd	
	2. Develop arrangements to align with Continuous Improvement Team and corporate approaches in relation to organisational learning, ensuring clear plans to develop failure demand information.			Medium	31/03/2022	Director of Strategy and Analysis	Gillian Cherry	
R04 Analytical Products - Design, Delivery and Transparency Police Scotland should further build on the approach to capturing the standards, assumptions, caveats and quality issues around demand information (both source systems and data repository) and ensure increased transparency around these in designing and delivering analytical products.	1. Review approaches to provide increased transparency of and confidence in demand data, including changes to SWM work.			Medium	31/12/2021	Director of Strategy and Analysis	Gillian Cherry	
	2. Ensure that key caveats and assumptions are front-loaded to demand assessment model.			Medium	31/12/2021	Director of Strategy and Analysis	Gillian Cherry	

R05 Leadership of Scrutiny Processes Police Scotland and the Scottish Police Authority should, in line with a demand framework, review the operational leadership, governance and focus of their scrutiny processes around demand analysis and management	1. Engage with the GAA Assurance Team to develop an assurance map of scrutiny processes around demand analysis and management.	1. The SPA Policing Performance Committee (PPC) will undertake focused governance and scrutiny of Police Scotland's demand analysis and management approach. Detailed Activities include - PPC will consider an update on demand at its September 2021 meeting - SPA and Police Scotland will participate in a facilitated development seminar on demand - PPC will seek a detailed update on development of the demand approach and DPU - Demand will be included as a substantive item in quarterly performance reporting to PPC from Q3 21/22 onwards - SPA resources committee will consider the IBC and FBC for development of the DPU and APU	Jun-22	Medium	31/12/2021	Director of Strategy and Analysis	Angela Wood/Gillian Cherry
	2. Report findings and identify recommendations to Organisational Design & Delivery Group(ODDG)/Demand, Design and Resources Board (DDRB) for approval and tasking of improvement actions to business areas.				Medium	31/02/2022	Director of Strategy and Analysis
R06 Strengthen Strategy Development to include Demand Analysis Police Scotland should further strengthen its approach to strategy development to include consistent involvement of demand analysis and organisational design elements.	1. The DPU will engage with the Strategy, Insight and Engagement team ensuring that DPU analysis informs development of both overarching organisational strategy and underpinning enabler strategies as well as organisational planning processes. <i>This recommendation will be informed by and will inform recommendation 1.</i>			Medium	31/12/2021	Director of Strategy and Analysis	Kirsty Louise Campbell
R07 Formalise Organisational Design Support Police Scotland should set out a transparent process for the provision of organisational design support including how demand analysis is used to inform decision making concerning officer and staff numbers and calculate the demand and capacity	1. DPU will continue to collaborate with relevant colleagues and strengthen input to SWP review and ongoing development. <i>This recommendation will be informed by and will inform recommendation 1.</i>			Medium	30/12/2021	Director of Strategy and Analysis	Gillian Cherry
R08 Performance Reporting Framework Police Scotland should further develop its performance reporting framework to better integrate demand information and analysis and provide improved transparency at local level.	1. Continue to monitor and drive the integration of demand metrics through the implementation of the 21/22 performance framework.			Medium	30/06/2022	Director of Strategy and Analysis	Christina MacLucas
	2. Engage with SPA in relation to improvements to demand information for the 22/23 framework.			Medium	31/07/2022	Director of Strategy and Analysis	Christina MacLucas
R09 Promote Demand Products Police Scotland should further promote demand products, including direct input and support to divisional management teams, regarding their use and benefits, as well as setting out the role, responsibilities and authority of the Demand and Productivity Unit and Analysis and Performance Unit in providing support and guidance.	1. Complete refreshed stakeholder analysis.			Medium	31/12/2021	Director of Strategy and Analysis	CI Craig Tallen
	2. Develop enhanced Communications and Engagement plan.			Medium	31/03/2022	Director of Strategy and Analysis	CI Craig Tallen

<p>R10 Tasking and Co-ordinating Process use of Demand Products</p> <p>Police Scotland should ensure consistency and compatibility (not requiring mandatory compliance) in revised tasking and co-ordinating processes and the associated use of demand products across all local policing divisions.</p>	<p>1. Local Policing Improvement to review across Divisional tasking in order to :- (i) gather information on the usage of the range of ODB/RDB demand type products; (ii) identify good practice which can be shared through agreed Continuous Improvement/Organisational Learning framework. 2. Develop proposal in consultation with key stakeholders which both promotes and manages expectations for DPU products and services.</p>			Medium	31/03/2022	ACC Tim Mairs / Director of Strategy & Analysis	Supt Scott McCarren / Superintendent Local Policing Improvement Programme.
<p>R11 Further Development of Demand Forecasting Approach</p> <p>The Scottish Police Authority and Police Scotland should commit to further development of the demand forecasting approach to support medium to longer term planning and decision-making.</p>	<p>1. Establish Initial demand forecasting approach to development for 20/21 Baseline.</p>	<p>1. SPA will provide ongoing oversight on the development of the DPU/APU to ensure it fully describes the development of the forecasting approach. Detailed activities include - SPA and Police Scotland will participate in a facilitated development seminar on demand - SPA resources committee will consider the IBC and FBC for the development of the DPU and APU - PPC will seek detail of the development of demand forecasting approach through regular updates to committee - SPA committees will seek demand forecasting detail to be included in reports to relevant committees as it develops.</p>	Jun-22	Medium	31/03/2022	Director of Strategy and Analysis	Kristin Simonova/PI Claire Boyd
	<p>2. Continue to develop Data Science forecasting project and develop further for both DPT and next baseline in 22/23.</p>			Medium	31/03/2022	Director of Strategy and Analysis	Kristin Simonova
<p>R12 Analysis Transformation to Include Demand Approach</p> <p>Police Scotland, in its development of the Full Business Case for the Analysis and Performance Unit re-design needs to include proposals for further development of the demand approach and the Demand and Productivity Unit itself.</p>	<p>1. Review APU redesign FBC to ensure integration of demand function requirements and identify resourcing and funding requirements to support demand activity.</p>			Medium	31/03/2022	Director of Strategy and Analysis	Alison Shepherd