

Meeting	SPA Policing Performance Committee
Date	17 March 2022
Location	Video Conference
Title of Paper	Police Scotland Benchmarking Update
Presented By	Tom McMahon, Director of Strategy and Analysis
Recommendation to Members	For Discussion
Appendix Attached	Yes Appendix A - Benchmarking Dictionary Summary

PURPOSE

The purpose of this paper is to provide the SPA Policing Performance Committee with an update on benchmarking and to provide clarity and openness on the benchmarking methodology. At the most recent SLWG meeting in March 2022 the Benchmarking Practitioner Group presented its most recent work and the completion of the following actions:

- Develop a purpose for benchmarking
- Develop the benchmarking Tiers
- Identify more qualitative best practice benchmarks
- Benchmark Your Voice Matters
- Benchmark hate crime qualitative best practice

The work presented into benchmarking was endorsed strongly by the SLWG.

Members are invited to discuss the contents of this paper.

1. BACKGROUND

- 1.1 The external Performance Benchmarking Short Life Working Group (SLWG) is chaired by the College of Policing and includes membership from Scottish Police Authority (SPA), Her Majesty’s Inspectorate of Constabulary in Scotland (HMICS) and other partners.
- 1.2 The benchmarking Practitioner Group (BPG) reports to the SLWG on proposed developments for consideration and approval. The most recent SLWG was held on 17 September 2021 where direction of travel was discussed and approved (as outlined in this paper).

2. FURTHER DETAIL ON THE REPORT TOPIC

2.1 Guiding Principles

The guiding principles of the proposed benchmarking framework are:

No.	Principles
1	The benchmarking framework is a tool to identify best practice and improvement activity in policing
2	The selection of metrics to be benchmarked should be evidence based and robust
3	Context must be applied to inform meaningful analysis and insight
4	The benchmarking framework will evolve over time (refreshed annually) as new areas of interest are identified
5	Use of data for benchmarking purposes must not knowingly create perverse incentives or lead to negative behaviours
6	No assumptions will be made on other forces’ performance

Table 1: Benchmarking Guiding Principles

2.2 Most Similar Groups

The assignment of Most Similar Groups (MSGs) / Benchmarking Families is critical to the success of the benchmarking framework. To ensure the benchmarking process is efficient and avoids unintended negative behaviours around comparators with other police forces in the UK and beyond. MSGs are compiled to allow for

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suitable benchmarking between similar forces in terms of demographic, economic and social characteristics.

At this introductory stage in the build of a benchmarking framework the BPG have been considering potential MSGs within the UK policing family. HMICFRS (Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services) presents comparative data on a wide range of policing activities using Value for Money (VfM) profiles. Full and summative VfM profiles are available for each regional police force in England and Wales (E&W). Each full profile compares data between individual forces in MSGs, such as force areas that have populations with similar demographics and are therefore more likely to have similar problems. The BPG have been gathering the data used to determine MSGs in E&W to assess whether this could provide a foundation for MSGs in Police Scotland.

A number of variables from the Census 2011 data have been identified for consideration:

- Percentage of ACORN 5 households - ACORN category 5 ("Hard Pressed" neighbourhoods) - ACORN stands for "A Classification Of Residential Neighbourhoods", and is a system for categorising areas into various types based upon census data and other information such as lifestyle surveys.
- Percentage of terraced households: The number of terraced households divided by the total number of households multiplied by 100.
- Output Area (OA) density: A population-weighted average of the density (population/area) of each OA. It aims to give a better indication of population density as it will highlight small pockets of densely populated housing.
- Percentage of single parent households: The percentage of households which contain one parent and dependent children (15 and under, or 16-18 if in full-time education).
- Long-term unemployed per worker: From the Office of National Statistics labour market statistics, the number of people (average of June 2010 to May 2013) claiming job seekers allowance for more than six months, as a percentage of the population of working age.

A number of other variables are being considered:

- Number of police officers/staff
- Annual budget
- Force area
- Population size
- 999/101 call demand

Next steps include testing data for potential benchmark measures to ensure that the MSGs for Police Scotland are reasonable before any MSGs proposal can be considered.

2.3 Benchmark Justification

The Benchmarking Practitioner Group (BPG) have identified a number of quantitative and qualitative benchmark measures for inclusion in the 2022/23 Performance Framework and year-end reporting.

In order to gain benchmarking quantitative measures that can provide valuable learning / insights the BPG acknowledges that perfect benchmarking is not always feasible and compromises between datasets must be made. Therefore, the quantitative benchmark measures have been examined through the Data Management Association (DAMA)¹ six data quality dimensions, which were put forward in The Government (2020)² Data Quality Framework. The BPG who must decide what good looks like in terms of benchmarking measures, to ensure they can provide value and are not misleading.

The six data quality dimensions are:

¹ DAMA (2013) The Six Primary Dimensions for Data Quality Assessment: Defining Data Quality Dimensions (Online) Available: www.damaug.org/RWFilePub.php?&cat=403&dx=2&ob=3&rpn=catviewleafpublic403&id=106193, Last Accessed: 03/09/2021.

² The Government (2020) Data Quality Framework (Online), Available: [The Government Data Quality Framework - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/publications/data-quality-framework), Last Accessed 28/01/2022.

No.	DAMA
1. Completeness	All data items are recorded
2. Uniqueness	Unique records have no duplicates
3. Timeliness	The degree to which data represent reality from the required point in time
4. Consistency	Data is consistent, it does not contradict data in another data set
5. Validity	Valid data is stored in a data set in the appropriate format for that type of data
6. Accuracy	The data reflects the 'real world' and is an accurate comparison

Table 2: DAMA's six Dimensions of Data Quality

2.4 Benchmarking Measures

The following Benchmarks are under consideration for reporting at financial year-end, consultation remains ongoing to confirm this with business leads.

Estates Benchmark

- Total emissions per square metre (kg of CO₂)
- Estates expenditure per square metre

These benchmarks are obtained from a Police Scotland subscription to the Chartered Institute of Public Finance and Accountancy (CIPFA). The CIPFA reports contain a bespoke benchmarking tool that allow from some Estates benchmarks to be made across different Forces in the UK. The CIPFA benchmarking report is a paid subscription, and as such Police Scotland cannot share the data in a public report. However, Police Scotland are still able to share as part of benchmarking any insights/learnings gained from benchmarking. The data can still be shared with the SPA, if required, but cannot be made public (see appendix 1: Benchmarking Dictionary Summary).

Public Confidence Benchmark

- Based on your overall experience, how satisfied are you with your police service?

Police Scotland record public confidence data on a monthly basis as part of the User Experience Survey. West Yorkshire Police lead a User Insight Practitioner Group which Police Scotland are a member, through this engagement Police Scotland are able to

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compare overall satisfaction against other member UK forces (see appendix 1: Benchmarking Dictionary Summary for more detail).

Your Voice Matters Benchmark

- Authenticity at Work
- Current Work Effectiveness
- Disturbed Sleep
- Emotional Energy
- Felt Change in Performance during the Pandemic
- Insufficient Sleep
- Job Satisfaction
- Life Satisfaction (1-10 scale)
- Main Work Locations during COVID
- Physical Wellbeing (1-5 scale)
- Psychological Needs Satisfaction – Autonomy
- Psychological Needs Satisfaction – Competence
- Psychological Needs Satisfaction – Relatedness
- Work Engagement

Police Scotland have identified that a number of the quantitative measures in the Your Voice Matters (YVM) Survey can provide valuable learning / insight; when benchmarked against The National Wellbeing Survey conducted in England and Wales (see appendix 1: Benchmarking Dictionary Summary for more detail). At the SLWG in March 2022 the BPG received feedback about the need to prioritise the YVM metrics. The BPG welcome this feedback and will aim to implement this moving forward.

Your Safety Matters Benchmark

- Assaults against Officers/Staff: Identify Repeat Victims

Police Scotland have identified a qualitative benchmark for the gaining of best practice related to assaults on officers/staff from the NPCC OP Hampshire Group. Additionally, Police Scotland considered a quantitative benchmark for assaults on officers/staff, but this was deemed to not be of a high enough quality to provide valuable learning/insights (see appendix 1: Benchmarking Dictionary Summary for more detail).

Importantly, more qualitative best practice benchmarks could be identified in 2022/23, YSM is not confined to the single best practice benchmark.

Hate Crime Benchmark

The BPG have been engaging heavily with the key stakeholders for Hate Crime in Police Scotland and have identified appropriate

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qualitative benchmarks for the sharing/seeking of best practice in relation to Hate Crime.

- Seeking Best Practice: Force Hate Crime Units

As part of the HMICS (2021) Inspection into Hate Crime³, recommendation three was for Police Scotland to consider establishing a dedicated Hate Crime Unit. Therefore, Police Scotland have been seeking to benchmark best practice in relation to Hate Crime Units from other Forces (see appendix 1: Benchmarking Dictionary Summary for more detail).

- Sharing best practice: Victim Support Survey, conducted in The Highlands and Islands Division (N Division)

In the HMICS (2021) Thematic Inspection of Hate Inspection Report⁴ highlighted good practice in N Division around their online victim support survey that seeks the views and of victims of hate crime. Therefore, Police Scotland will benchmark by sharing this good practice with other appropriate forces/agencies.

Additionally, Police Scotland in 2022/23 will continue to benchmark Hate Crime by exploring other qualitative best practice benchmarks. Therefore, Police Scotland in 2022/23 could have more qualitative best practice benchmark measure for Hate Crime (see appendix 1: Benchmarking Dictionary Summary for more detail).

Fleet Benchmark

- Proportion of vehicles that are Ultra Low Emission Vehicles

The BPG are continuing their engagement with the Fleet department, by reviewing the quality of data, to ensure accurate insights/learnings can be gained from the benchmark. As stated in a previous paper⁵ Fleet data should be available for benchmarking in 2022/23 (see appendix 1: Benchmarking Dictionary Summary for detail on other proposed benchmarks).

³ HMICS (2021) 'Thematic Inspection of Hate Crime' (Online) Available: [HMICS | HMICS Thematic Inspection of Hate Crime](#), Last Accessed: 28/01/2021.

⁴ Ibid.

⁵ Police Scotland & SPA (2021) *Benchmark Updates and Methodology*, [item-2-4-police-scotland-benchmarking-update.pdf \(spa.police.uk\)](#)

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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 There are no equalities implications in this report.

10. ENVIRONMENT IMPLICATIONS

10.1 There are no environmental implications in this report.

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.

Department	Benchmark Details			Data Management Association (DAMA) Six Data Quality Dimensions Met						Justification		Additional Information					
	Measure	Benchmark With	Type	Completeness	Uniqueness	Timeliness	Consistency	Validity	Accuracy	Tier	Tier Justification	Suggestions/Additional Comments	Process	Sources	Dependencies	Deliverable	Available for Benchmark
YOUR SAFETY MATTERS	Number of Assaults against Officers/Staff	England and Wales	Quantitative	NO	YES	NO	NO	NO	NO	D	<p>Limitations of the data comparisons in five of the six comparability areas.</p> <p>This then limits Police Scotland's ability to gain meaningful learning/insights from benchmarking the data.</p>	<p>It is recommended that a qualitative benchmarking measure of best practice is for police assaults.</p>	<p>Police Scotland will obtain the data that is used in the Police Scotland Performance Report.</p> <p>Police Scotland will obtain data from England and Wales from the Police Workforce England and Wales Reports (see sources).</p>	<p>ONS (2021) Police Workforce England and Wales: 31st March 2021: Annex Statistics on the number of police officers assaulted in the year ending March 2021, England and Wales(Online) Available: https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2021/annex-statistics-on-the-number-of-police-officers-assaulted-in-the-year-ending-march-2021-england-and-wales, Last Accessed: 27/09/2021.</p> <p>Police Scotland (2021) Our Performance(Online) Available: https://www.scotland.police.uk/about-us/our-performance/, Last Accessed: 27/09/2021.</p>	<p>Police Scotland and dependant on Scomis staying active (scheduled to be de-activated in June 2022) until National Unifil is implemented force wide. If Scomis is turned off prior to this Police Scotland will lose all access to Police Assault data.</p> <p>Police Scotland are also dependant on the Police Workforce England and Wales: 31st March 2021, continuing to publish Police Assault data.</p>	Short Term to Medium Term	YES
	Assaults against Officers/Staff: Identify Repeat Victims	England and Wales	Qualitative: Best Practice	N/A	N/A	N/A	N/A	N/A	N/A	A1	<p>A qualitative benchmark measure that will compare best practice between Your Safety Matters and Op Hampshire</p>	<p>Through engagement with the Op Hampshire peer knowledge group the importance of identifying repeat victims has been extensively discussed.</p> <p>However, there are a number of dependences that Police Scotland are currently trying to overcome such as:</p>	<p>Engage with Your Safety Matters to gain information around this benchmark.</p>	<p>Your Safety Matters NPCC (Op Hampshire)</p>	<p>Engagement from Your Safety Matters and Op Hampshire</p> <p>Defining what a repeat victim is, upgrading IT systems to add the trigger functionality.</p>	Medium Term to Long Term	YES
	Assaults on Officers/Staff at Public Disorder Events	England and Wales	Qualitative: Best Practice	N/A	N/A	N/A	N/A	N/A	N/A	A1	<p>A qualitative benchmark measure that will compare best practice between Your Safety Matters and Op Hampshire</p>	<p>YSM attend Operation Hampshire group and discussed best practice for assaults on officers/staff at public order events.</p>	<p>Engage with Your Safety Matters to gain information around this benchmark.</p>	<p>Your Safety Matters NPCC (Op Hampshire)</p>	<p>Engagement from Your Safety Matters and Op Hampshire</p>	Short Term to Medium Term	WORK ONGOING
	Authenticity at Work	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) Your Voice Matters Survey 2021: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2021.</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2030</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES
	Current Work Effectiveness	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p> <p>Therefore, consider these quantitative benchmarks of a high enough quality to provide valuable learning/insights.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) Your Voice Matters Survey 2021: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2031</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2031</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES
	Disturbed Sleep	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p> <p>Therefore, consider these quantitative benchmarks of a high enough quality to provide valuable learning/insights.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2021.</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2032</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES
	Emotional Energy	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p> <p>Therefore, consider these quantitative benchmarks of a high enough quality to provide valuable learning/insights.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) Your Voice Matters Survey 2021: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2033</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2034</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES
	Felt Change in Performance during the Pandemic	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p> <p>Therefore, consider these quantitative benchmarks of a high enough quality to provide valuable learning/insights.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) Your Voice Matters Survey 2021: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2021.</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2035</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES
	Insufficient Sleep	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p> <p>Therefore, consider these quantitative benchmarks of a high enough quality to provide valuable learning/insights.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) Your Voice Matters Survey 2021: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2021.</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2035</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES
Job Satisfaction	England and Wales	Quantitative	YES	YES	NO	YES	YES	YES	A1	<p>Limitation around the timeliness of this data for benchmarking.</p> <p>However, the BPG group are aware perfect benchmarking data is not always feasible.</p> <p>Therefore, consider these quantitative benchmarks of a high enough quality to provide valuable learning/insights.</p>	<p>Police Scotland do not yet know if they will run this survey annually or not</p>	<p>Police Scotland obtain this data from the YSM Survey.</p> <p>England and Wales data is from the National Well-being Survey England and Wales</p>	<p>Graham, L. et al. (2021) Your Voice Matters Survey 2021: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2021.</p> <p>Graham, L. et al. (2021) National Policing Wellbeing Survey 2020: Summary of Evidence and Insights (Online) Available: file:///C:/Users/1955905/AppData/Local/Temp/MicrosoftEdgeDownloads/b829e8eb-1343-4e9e-afef-d44930481f4/National-Wellbeing-Survey-2020-Report.pdf, Last Accessed: 29/11/2036</p>	<p>Police Scotland conducting another Your Voice Matters Survey.</p> <p>The National Wellbeing Survey continuing.</p>	Short Term to Medium Term	YES	

ESTATES	Total emissions per square metre (kg of CO2)	England and Wales	Quantitative	YES	YES	YES	YES	YES	NO	A2	The Estates quantitative benchmarks are gained from a CIPFA annual report	Annual report published in September for the previous financial year.	Police Scotland will obtain this data from CIPFA from our estates department.	John Walker-3 to obtain CIPFA report.	CIPFA collating the data and producing the annual report. Police Scotland continuing to pay the annual membership.	Short Term to Medium Term	YES
	Estates expenditure per square metre	England and Wales	Quantitative	YES	YES	YES	YES	YES	NO	A2	The Estates quantitative benchmarks are gained from a CIPFA annual report	Annual report published in September for the previous financial year.	Police Scotland will obtain this data from CIPFA from our estates department.	John Walker-3 to obtain CIPFA report.	CIPFA collating the data and producing the annual report. Police Scotland continuing to pay the annual membership.	Short Term to Medium Term	YES
FLEET	Proportion of vehicles that are ULEV (%)	England and Wales	Quantitative	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Police Scotland engaging with Fleet around the data quality for DAMA	Police Scotland to obtain benchmarking data from Fleet.	Tony Chalk Pamela Magee Stuart Davidson Billy Andrew	Fleet to obtain the data	Short Term to Medium Term	WORKING
SERVICE DELIVERY	Average Call Handling Times	TBC	Quantitative	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Work currently ongoing to identify the most suitable measures and Forces to compare against.	Police Scotland to obtain internal data from C3	C3	TBC	TBC	WORKING
	Calls abandoned	TBC	Quantitative	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Work currently ongoing to identify the most suitable measures and Forces to compare against.	Police Scotland to obtain internal data from C3	C3	TBC	TBC	WORKING
	Calls Answered	TBC	Quantitative	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Work currently ongoing to identify the most suitable measures and Forces to compare against.	Police Scotland to obtain internal data from C3	C3	TBC	TBC	WORKING
USE OF FORCE	TBC	TBC	Quantitative	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Police Scotland at early stages of exploring quantitative benchmarking for use of force.	TBC	OSD	TBC	TBC	WORKING
OPERATIONAL SUPPORT	Conductive Energy Device	TBC	Quantitative	TBC	TBC	TBC	TBC	TBC	TBC	TBC	TBC	Qualitative Best Practice Measures should also be explored Police Scotland are currently exploring a the most suitable benchmark measures	TBC	Operational Support	TBC	TBC	WORKING