



<b>Meeting</b>	<b>Policing Performance Committee</b>
<b>Date</b>	<b>07 December 2022</b>
<b>Location</b>	<b>Video Conference</b>
<b>Title of Paper</b>	<b>Performance Framework 2023-28 Terms of Reference</b>
<b>Presented By</b>	<b>Tom McMahon, Director of Strategy and Analysis</b>
<b>Recommendation to Members</b>	<b>For Discussion</b>
<b>Appendix Attached</b>	<b>Appendix A: Performance Framework 2023-28 Terms of Reference</b>

**PURPOSE**

The purpose of this paper is to provide the Policing Performance Committee with the Performance Framework 2023–28 Terms of Reference.

Members are invited to discuss the contents of the report and appendix A.

## **1. BACKGROUND**

- 1.1 Strategic planning arrangements for policing in Scotland are laid out in the Police and Fire Reform (Scotland) Act 2012. The Scottish Police Authority (SPA) is responsible for developing a Strategic Police Plan for policing that reflects the Scottish Government's national outcomes, strategic police priorities and justice strategy.
- 1.2 The 5 Year Performance Framework will be developed through a process of engagement and collaboration with internal business areas, key leads, Force Executive and SPA.
- 1.3 During this engagement, the design and development of the new 5 year Performance Framework APU will consider a variety of documents, reports and processes.

## **2. FURTHER DETAIL ON THE REPORT TOPIC**

- 2.1 The 5 year Performance Framework for 2023/28 will be reported externally in three distinct but complementary reports throughout the performance year: Annual Police Plan Bi-Annual Report, Quarterly Performance Report and Chief Constable Year End Report alongside reported locally to Local Authority Scrutiny Board Reports.
- 2.2 The 5 year Performance Framework for 2023/28 will be used internally to drive; strategic, organisational, operational and local tactical reporting. This will include the below non exhaustive list of reports to the following boards: Operational Delivery Board, Regional Delivery Board, Thematic Boards, Equality Diversity and Inclusion Strategic Oversight Board and Strategic Organisational Performance Board.
- 2.3 APU will continue to develop access to management information data through PowerBI dashboards. A new Intranet area will be progressed which will have access to the 5 year Performance Framework 2023/28, links to the data through PowerBI dashboards, FAQs, support and guidance.
- 2.4 APU continues to work with business areas to identify gaps and where possible develop meaningful measures and narrative to support the framework.

2.5 Next steps in the development of the Performance Framework are:

- Consult with colleagues in Police Scotland and the SPA to develop proposed measures and supporting technical documentation.
- APU will progress a new Intranet area which will have access to the 5 year Performance Framework 2023/28, links to the data through PowerBI dashboards, FAQs, support and guidance.
- Development of new draft Quarterly Performance Report and Bi-annual Report, in consultation with SPA.
- Ongoing collaboration with SIE colleagues in respect of reporting of the APP and improving processes for evidence gather and progress tracking.

2.6 APU will present a further update on progress of the Performance Framework 2023-28 at PPC in March 2023.

### **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 equality implications in this report.

**10. ENVIRONMENT IMPLICATIONS**

10.1 There are no environmental implications in this report.

**RECOMMENDATIONS**

Members are invited to discuss the content of this report and appendix A.



**POLICE  
SCOTLAND**

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Item 3.2  
Appendix A

### **Five Year Performance Framework Terms of Reference**

Assignment	
<b>Business Area/Division</b>	Analysis and Performance, Planning and Performance
<b>DCC/DCO Portfolio</b>	Deputy Chief Officer Corporate Services
	Director of Strategy & Analysis, Tom McMahon

#### **Introduction and Aim**

The Analysis and Performance Unit (APU), Police Scotland is working in collaboration with the Scottish Police Authority (SPA) and to develop a Performance Framework to cover a 5 year period, 2023 to 2028. This 5 Year Performance Framework will incorporate measures to support to delivery of the Joint Strategy for Policing, 5 Year Police Plan, the Annual Police Plan, Deputy Chief Constable/Deputy Chief Officer Delivery Plans, Local Policing Plans and Equality Outcomes. The 5 year Performance Framework will be reviewed annually to ensure it continues to support reporting against the Annual Police Plan.

The 5 Year Performance Framework will provide an outcome focussed approach to performance to help inform senior decision makers to make informed decisions about the operational and organisational priorities for Police Scotland over the 5 year period.

Building on successful implementation of the 2022/23 Performance Framework, the new 5 year Performance Framework will continue to develop the following areas:

- A balance of quantitative and qualitative information
- Development of existing measures to give better understanding of the data that sits below the high level figures
- Incorporating better use of demand data as these products develop
- Incorporating Equality Outcomes insights and measures
- Development of the supporting benchmarking framework
- Enhance our understanding of the impacts of our strategy, policy and policing response

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The legislative requirements for reporting against the activities set out in each year's Annual Policing Plan (APP), to inform the Annual Report and Accounts yearly, will be fully embedded in the framework.

The framework will include performance measures for the joint Police Scotland and SPA Equality Outcomes. Further discussion will take place with key business areas and portfolio leads to progress measures including VAWG, sexism and misogyny and racism.

As before, we will aim to align the measures of this work regarding equality, diversity and inclusion to the strategic outcomes in the APP and embedded them in the performance framework to ensure that the SPA Board, public and communities receive an assurance of progress against these outcomes.

### Methodology

The 5 Year Performance Framework will be developed through a process of engagement and collaboration with internal business areas, key leads, Force Executive and SPA. During this engagement and the design and development of the new 5 year Performance Framework APU will consider a variety of documents, reports and processes this will include, but is not limited to:

- Inclusion of measures to support the 5 Year Police Plan (SIE)
- Engagement with Demand and Productivity Unit, Strategy Insight and Innovation and Principal Analysts to capture agreed measures from existing documents / processes
- Scoping of metrics and measures across all of our Force Strategies, e.g. Annual Policing Plan, DCC/DCO Plans, Local Policing Plans, EDI, Cyber, Criminal Justice for review and inclusion.
- Consideration of the recommendations from the Strategic Assessment and how they align to existing strategies
- Consultation with the Change Portfolio with APU as enablers within their processes
- Workshops with divisions and business areas to discuss existing measures
- Consultation with the Benchmarking Group
- Alignment with the Scottish Government National Performance Framework and the Justice vision

### Reporting

#### External

The 5 year Performance Framework for 2023/28 will be reported nationally in three distinct but complementary reports throughout the performance year:-

- Annual Police Plan Bi-Annual Report
- Quarterly Performance Report
- Chief Constable Year End Report

And at a local level will be reported through:-

- Local Authority Scrutiny Board Reports

#### Internal

The 5 year Performance Framework for 2023/28 will be used internally to drive; strategic, organisational, operational and local tactical reporting. This will include the below non exhaustive list of reports to the following boards-

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- Operational Delivery Board
- Regional Delivery Board
- Thematic Boards (Violent Crime, Serious Organised Crime, Acquisitive Crime)
- Equality Diversity and Inclusion Strategic Oversight Board
- Strategic Organisational Performance Board

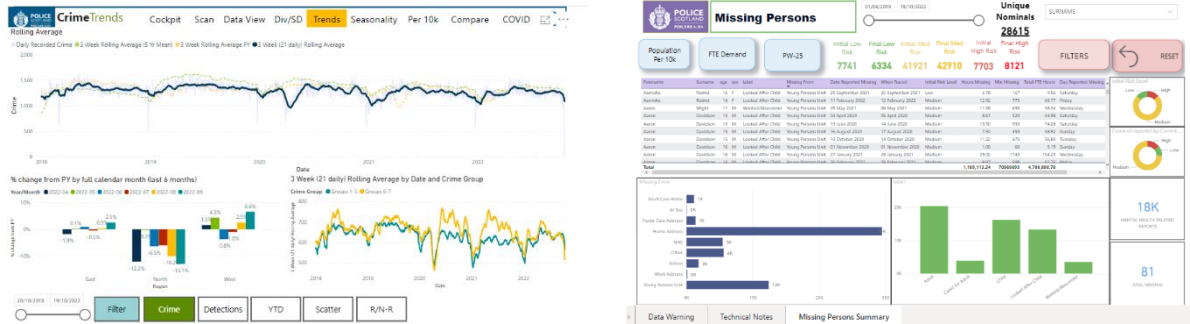
**Governance**

The 5 year Performance Framework will be used to report performance as of 01 April 2023. The following table outlines the key governance boards for each reporting year and highlights the performance product that will be presented during each quarter every year.

<b>Quarter 1</b>	
SOPB	Quarter 1 Performance Report DCC/DCO Delivery Plan Reports
Policing Performance Committee	
SPA Board	
<b>Quarter 2</b>	
SOPB	Quarter 2 Performance Report DCC/DCO Delivery Plan Reports APP Bi-annual Report (Half-year report)
Policing Performance Committee	
SPA Board	
<b>Quarter 3</b>	
SOPB	Quarter 3 - Performance Report DCC/DCO Delivery Plan Reports
Policing Performance Committee	
SPA Board	
<b>Quarter 4</b>	
SOPB	Quarter 4 - Performance Report APP Bi-annual Report (Year-end report) DCC/DCO Delivery Plan Reports Chief Constables Year End Report Refresh of 5 year Performance Framework for following year
Policing Performance Committee	
SPA Board	

## Interactive Management Information

Analysis and Performance have been supporting business areas and divisions on how to develop interactive management information through PowerBI dashboards. This allows the user to visualise the data in a manner that meets their needs and limits the request for data centrally. The below examples highlight some of the data already being used through PowerBI dashboards:



APU will continue to develop access to management information data through PowerBI dashboards. A new Intranet area will be progressed which will have access to the 5 year Performance Framework 2023/28, links to the data through PowerBI dashboards, FAQs, support and guidance.

## Limitations

It is important to acknowledge that there continue to be evidence and knowledge gaps in areas of our business. These challenges exist for a range of reasons:

- Under-reporting of crime
- Limitations with nominal data (offender / victim)
- Limitation with databases / IT systems
- Limitations with data quality
- Limitations of coding within Scottish Crime Recording Standards
- Business areas utilising manual recording processes in the absence of automated systems

APU continues to work with business areas to identify gaps and where possible develop meaningful measures and narrative to support the framework.

In addition, the ongoing development of the data repository (SEB-P) is supporting a greater understanding and presentation of our data. The ongoing development and roll-out of COS will provide additional opportunities for new measures and insights, although we are unlikely to see the benefits of this until the new crime system is embedded across the country.

This potential data set will continue to be reviewed for inclusion in the performance framework; however we need to be cautious that any experimental data has been validated and quality assured prior to inclusion in public reporting products.

## Delivery Timescales

Draft and final versions of the 5 year Performance Framework are to be delivered as follows:



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14 Nov 2022	Terms of Reference presented for approval at SOPB
13 Feb 2023	Update on progress of 5 year Performance Framework presented for discussion at SOPB
Feb/Mar 2023 TBC	Update on progress of 5 year Performance Framework presented for discussion at SPA Policing Performance Committee
15 May 2023	Final Draft of 5 year Performance Framework presented for approval at SOPB
15 June 2023	Final Draft of 5 year Performance Framework presented for approval at SPA Policing Performance Committee

**Protective Marking**

The 5 year Performance Framework will be protectively marked at OFFICIAL and be available externally once approved.