

Meeting	SPA Policing Performance Committee
Date	11 October 2022
Location	Video Conference
Title of Paper	Demand and Analysis Improvement Plan – progress update
Presented By	Gillian Cherry, Head of Demand & Productivity Unit
Recommendation to Members	For Discussion
Appendix Attached	No

PURPOSE

The purpose of this paper is to provide SPA Policing Performance Committee with an update in relation to 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

- 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 There were 12 recommendations from the HMICS report in total. Details of the recommendations, key evidence provided to date and current status are detailed below:

Recommendation	Key Evidence	Status/Next Steps
<p>R01 Demand Framework and Delivery Plan</p> <p>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.</p>	<p>DPU 2 Year Tactical Plan</p> <p>Demand Baseline Pack</p>	<p>Complete</p> <p>No further action as recommendation closed by HMICS.</p>
<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>	<p>Demand Baseline 2022 approved by ODB (July 2022)</p> <p>Strategic Risk Assessment (STRA) pending.</p> <p>Enhanced reporting to ODB.</p>	<p>Ongoing</p> <p>HMICS acknowledges progress in this area.</p> <p>Once Strategic Assessment complete assessment will be made.</p> <p>Target Date Dec 2022</p>

<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>	<p>Analysis of Demand Survey Data</p>	<p>Complete</p> <p>No further action as recommendation closed by HMICS.</p> <p>DPU will ensure this activity continues and features in the improvement actions for recommendation 5 of the SWP Assurance Review.</p>
<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 data repository) and ensure increased transparency around these in designing and delivering analytical products.</p>	<p>Police Scotland Data Catalogue</p> <p>DPT Data Log, Caveats and Assumptions</p>	<p>Complete</p> <p>No further action as recommendation closed by HMICS.</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>DPU 2 Year Tactical Plan</p> <p>Demand Analysis Assurance Map</p> <p>Quarterly Performance Reports</p> <p>Regular Updates to SPA Performance Committee.</p>	<p>Ongoing</p> <p>HMICS is satisfied with progress in this area.</p> <p>The DPU/APU business case to review structures and delivery progressing through governance. Its approval and implementation should allow closure of this recommendation. APT Target Date April 2023</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>Strategy Development Project Process</p>	<p>Complete</p> <p>Expectation that evidence of use of Demand Analysis will feature in the 2023/25 STRA, new Joint Strategy (April 2023) and 5 year business plan submitted under recommendation 2.</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 organisational level.</p>	<p>Demand Baseline</p> <p>Demand Profiling Tool (DPT)</p> <p>Power BI Dashboards</p>	<p>Ongoing</p> <p>Further Evidence needed to demonstrate the establishment of organisational design capability and capacity and clearly defined approach.</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>Police Scotland Quarter 3 and 4 reports to the SPA Performance Committee</p>	<p>Ongoing</p> <p>HMICS acknowledges progress in this area and will monitor reporting for a further cycle.</p> <p>Presentation of Q1 Performance Report to September PPC.</p> <p>Target date- September 2022</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>DPU Dashboard Presentation</p> <p>DPU input at key meetings</p> <p>Communications and Engagement Plan</p>	<p>Ongoing</p> <p>HMICS acknowledges progress in this area and awaits further evidence of communications products and their impact.</p> <p>Evidence has been provided in relation to the recent communications and engagement activities for the Demand Baseline (July 2022). Still to be reviewed by HMICS.</p> <p>Target date- December 2022</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>ODB Report-January 2022</p> <p>K Division Demand Baseline Report</p>	<p>Ongoing</p> <p>HMICS acknowledges progress in this area with improved reporting to ODB in particular.</p> <p>Evidence has been provided in relation to the recent communications and engagement activities for the Demand Baseline, which includes the K division baseline example, generating interest across other divisions. Still to be reviewed by HMICS.</p> <p>Target date- September 2022</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>Data Science Working Group established</p> <p>Proof of concept-forecasting workflow</p> <p>Demand Baseline</p>	<p>Ongoing</p> <p>HMICS considers that progress has been limited in this area.</p> <p>Appointment of additional Data Scientist(s) will allow further implementations of the proof of Concept.</p> <p>Target date- December 2022</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>APU Transformation Full Business Case</p>	<p>Ongoing</p> <p>ADT progressing through resourcing Boards.</p> <p>Target date for APT Implementation-April 2023</p>

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 N/A

6. REPUTATIONAL IMPLICATIONS

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

7. SOCIAL IMPLICATIONS

7.1 N/A

8. COMMUNITY IMPACT

8.1 N/A

9. EQUALITIES IMPLICATIONS

9.1 N/A

10. ENVIRONMENT IMPLICATIONS

10.1 N/A

RECOMMENDATIONS

Members are invited to discuss the contents of this paper.