Integrating evidence-based practice and performance management

Prof Betsy Stanko
Evidence & Performance Unit
Metropolitan Police Service
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Introduction

• Social science presence for over a decade inside one of the largest police services in the world

• Started by mapping onto the improvement in analytic services, in particular strategic products such as the London landscapes (crime, citizen, Met people and so forth), performance indicators, performance analysis, bespoke research and evaluation

• A vortex within that has gathered momentum and expertise – not only in methodology, but in the logic of how to map this onto strategy and operations

• Unique lens through which we work with the ‘front line’ to embed evidence

• Balanced against the increasing expectation to know and use ‘what works’
The context
Better performance using best professional knowledge

• Embedded within our leadership principles an expectation that senior leaders will **know about and use** evidence based work in their decision making

• Benchmarking the use of evidence in the MPS: Fertile ground?

• Performance and improvement through evidence based approaches
What we will do in this session...

• Share my observations from a decade inside a police service

• Acknowledge the significant uplift in activity to respond to the challenges of becoming a more professional police service

• Explain strategic approaches using an evidence based approach in OneMet Strategy, Performance meetings (corporate and business group), Crime Fighting Strategy, Met Tasking and Crime
So what do we mean by using evidence?
A survey of 250 senior staff and self-assessments with MPS training providers found broad support for EBP, but there is a long way to go in terms of embedding it routinely in how we work:

When asked about EBP, most showed some interest and understanding…

But, challenges remain:
- 100% of senior staff willing to use pre vs. post design
- Over half **not willing at all** to use a Randomised Control Trial
- 18% stated they wouldn’t stop a tactic if research found it to be ineffective.

…and in reality, professional experience outweighs scientific evidence:
- 99% use professional experience/knowledge **daily or weekly**
- 62% use newspaper articles **daily or weekly**
- 7% use academic journals **daily or regularly**

Findings of the training self-assessments echo those of the senior staff survey:
- Course content focused on professional experience, with research-based evidence on ‘what works’ featuring infrequently or rarely
- No systematic approach to incorporating scientific evidence into design or review of training
A principled approach based on 'what works'

- Targeting and controlling the most prolific and dangerous offenders
- Identifying and managing hotspots
- Prioritising repeat and vulnerable victims
- Solving crime: bringing offenders to justice and showing that crime does not pay
- Intervening and responding to prevent recurrence
- Securing trust through professionalism in how we serve the public
- Tackling key communities’ policing priorities
Principles of Improvement

• Evidence Based policing... our aim is to promote a grounded *routine approach* versus *individual project initiatives*

• Changing the 'performance conversations' of policing from the inside using innovative and high quality evidence at the highest level

• Set out some ‘big tickets’ we have alongside two case studies to act as an illustration to our approach
Innovation and insights: a selection of work

• Embed a systematic creativity linking research and performance

• Bespoke research: A quasi-experimental impact, process and economic evaluation of a 11 million pound initiative. Set the standard for us to follow

• Creative use of the ‘goldmine’ of data held within the MPS (e.g.):
  – 1) For those individuals arrested in the 2011 London disorder – what was their stop and search or criminal history, were they known to probation?
  – 2) An examination of how the MPS understands and records data on mental health (tasers!)
  – 3) Generate insights to supporting victims of gang shooting
**Case Study 1: a Diamond approach to evaluation**


- Process *(staff survey, staff & offender interviews)* and impact *(quasi-experimental reoffending and economic analysis)*

- No impact on reoffending - similar offenders, similar areas (borough, ward and individual checks)

- **Implementation matters** - not just a research issue
  - How do we promote and record implementation?
  - Trade off between localism Vs. programme integrity
  - How does implementation 'sit within' policy culture

- Future of offender management in London – involved in designing an evidence based approach

- Started Diamond 2008 – was how we set 'the bar for ourselves' in terms of robust analysis
Case study 2: achieving a 20% improvement in confidence

Public Attitude Survey

- Face to face interviews
- 12,800 Londoners per year allowing representative analysis at a borough level

Some challenges...

- Only 56% think we do well at providing a visible presence
- Just 45% of Londoners feel informed
- Those who have contact are less confident
- Fair treatment – 7% decline

The MPS Confidence Model – ‘beyond measuring’
'Natural Experiments': Major events on public opinion vs routine treatment

- **Student Demonstrations 2010**
  - Demonstrations created a 'natural experiment' allowing analysis of public perceptions before and after the event.
  - Post-event interviewing associated with sig. higher scores on all key drivers of confidence.

- **August Riots 2011**
  - 75% of respondents reported no change in opinion. Of 25% that did, half more positive, half more negative.
  - Of interest, preceding the disorder, confidence substantially lower in boroughs hit hardest by the disorder.
  - Lack of moral alignment? Anti-police riots, disorder and looting are extreme forms of lack of willingness to cooperate and readiness to break the law.

- **Olympics London 2012**
  - Post-event interviewing associated with sig. higher confidence.
  - Suggests collective spirit, shared values and good spirited policing had a positive impact on public attitudes.
  - How do we turn such findings into actionable activities?
Newest ongoing work...

• Nudge and reoffending’ – a Randomised Control Trial on whether how we communicate with offenders can impact upon their offending

• A Randomised Control Trial of Behavioural Detection Training – can training improve and shift officers perceptions and behaviours towards S&S

• A Randomised Control Trial of the most effective method of engaging youth
Final thoughts... Embedding evidence Vs embedding performance

• Move beyond performance culture, indicators, internal politics, short term appointments (etc...) to embed a centre of innovation that routinely generates (and helps embed) evidence

• Research training *not enough* to embed evidence (e.g.) – we don't want good evaluations of poorly designed/developed initiatives

• *Implementation, implementation, implementation* – at odds with police culture, but police professionals need to be able to supervise and monitor effective delivery
Concluding remarks

• MPS – must be more proactive in its service delivery, rather than focusing efforts on the performance measure. Confidence is influenced by 'what the police do'

• Embedding evidence Vs Embedding Performance – different working

• Broadening out – Evidence based policy making for London

• The real challenge starts now…