

ORIGINATOR: CHIEF CONSTABLE

PAPER NO: AP14/28

**SUBMITTED TO: ACCOUNTABILITY AND PERFORMANCE PANEL –
29 APRIL 2014**

**SUBJECT: COLLABORATION UPDATE - JOINT PERFORMANCE AND
ANALYSIS DEPARTMENT**

SUMMARY:

1. It has been agreed that meetings of the Accountability and Performance Panel will receive update reports on the collaboration programme. Each report will focus on a particular department/area of collaboration.
2. This report will focus on the collaboration within performance and analysis.

RECOMMENDATION:

1. The Accountability and Performance Panel is asked to note the content of this report.

1. KEY ISSUES FOR CONSIDERATION:

- 1.1 Meetings of the Accountability and Performance Panel will receive update reports on the collaboration programme. It has been agreed that each report will focus on a particular department/area of collaboration.
- 1.2 This report will focus on the collaboration within performance and analysis.

Background

- 1.3 In August 2012 the research and analytical functions for Norfolk and Suffolk Constabularies - including performance and intelligence analysis, internal review, inspection, improvement and consultation functions - were brought together under a single Head of Department.
- 1.4 Following a period of review and consultation a new collaborative department structure was agreed, and has subsequently been implemented. A structure chart for the new department is attached at Appendix A.
- 1.5 The new structure aims to support the ongoing demand for operational and investigative support work, data provision, consultation and engagement activity and inspection support. In addition, it aims to fill the gaps identified through the consultation specifically around more proactive and predictive analysis, longer term problem solving and the greater use, understanding and generation of research and evidence to aid tactical and strategic decision making.
- 1.6 The new Joint Performance and Analysis Department (JPAD) will become fully operational from May 2015. This follows a period of recruitment and transition and handovers between individuals and teams.
- 1.7 The department was required to deliver £344k in savings and is expected to achieve this. All but two individuals have retained roles within the department with the savings being made through the management of vacancies and reviewing of non-pay.

Analysis

- 1.8 Overview:

Following the collaboration, the Joint Performance and Analysis Department has 25.5 Full Time Equivalent (FTE) permanent analytical resources. These individuals are based at both Suffolk and Norfolk Police Headquarters and support both operational investigative activity and performance analysis (tactical analysis) or longer term problem identification and profiling, understanding and solving, annual performance monitoring and the development of performance framework (strategic analysis).

- 1.9 Specific initiatives progressing:

- Development of profiles around a variety of crime and thematic based topics. The profiles will provide an in-depth assessment of the issue and consider any evidence and good practice around how best to manage the threat, harm and risk posed therefore aiding strategic and tactical decision making and supporting the Strategic Assessment.
- Streamlining of products across Norfolk and Suffolk, ensuring that analytical resources are used to best effect, products aid decision making and there is

consistency in data available. This also reviews how products are produced and presented.

- Development and roll out of new visualisation and analytical software across the department (i2 Workstation). This will enable streamlined, instant desktop access to a variety of Norfolk and Suffolk Constabulary's data, thereby supporting interoperable, collaborative and flexible working. In addition, it will provide enhanced analytical facilities thereby improving the department's current efficiency and effectiveness.
- The Head of Department chairs the Protect Athena Data Analysis User Group and representatives from both the JPAD analysis and research teams are members of this group. Specific projects underway include supporting Athena testing, development of analytical training requirements for Athena and the development of solution to aid the automatic extraction and analysis of data from the Athena system alongside other data sets.

Research

1.10 Overview:

The Research and Information function of the Joint Performance and Analysis Department consists of 17.5 FTE resources. Individuals within this team are based in both Norfolk and Suffolk with their JPAD colleagues. They undertake research and collect and collate data not only to support analysis, but to support legislative and statutory requirements such as Freedom of Information (FOI) requests and Annual Data Returns (ADR). The team also undertake performance and intelligence evaluation.

1.11 Specific initiatives progressing:

- Reviewing and streamlining the data production process and products across all JPAD functions, identifying opportunities for automating data production and provision.
- Ensuring the department has access to the required data to ensure compliance with the Constabularies statutory requirements for ADRs.
- Support Partnership requirements such as Suffolk Family Focus and Community Safety Partnership initiatives.

Improvement and Evaluation

1.12 Overview:

The Improvement and Evaluation team is responsible for HM Inspectorate of Constabulary (HMIC) liaison in Suffolk; response to force benchmarking requests; carrying out and providing advice regarding engagement and consultation activity; qualitative and quantitative research and analysis; the embedding of research and evidence based practice through the identification of what works evidence and areas for improvement; and the undertaking of trials and evaluations. The team consists of 11 FTE resources which are based in both Norfolk and Suffolk with other JPAD colleagues.

1.13 Specific initiatives progressing:

- Development and embedding of Evidence Based Policing principals and practice including the identification of research and what works evidence, the undertaking of trials and evaluations and the generation of evidence.
- Liaison with and co-ordination of HMIC inspections, including the forthcoming Valuing The Police 4 inspection taking place at the end of April and the Crime Data Integrity audit and inspection taking place in May.
- Development of an engagement plan to support the Constabularies in ensuring it is listening to, and taking on board, the views of the public and identifying opportunities to improve levels of confidence and satisfaction.
- Assisting in the co-ordination and analysis of the Suffolk Local Policing Survey on behalf of the Police and Crime Commissioner.

Issues as a result of collaboration

- 1.14 Separate core IT systems in Norfolk and Suffolk can make full interoperability difficult. However the implementation of i2 Workstation in Autumn 2014 will provide desktop based access to both Constabularies data and support interoperable and flexible working. In addition, the department is now using a single file structure enabling all members of the department to easily share and access work.
- 1.15 The department has developed a system and process for consistently monitoring and prioritising the demand coming into the department alongside the resources and time taken. Prior to collaboration, this was managed in different ways. However, the implementation of a single solution will enable the regular review and management of demand within the department alongside its capacity and support greater understanding of the impact the departments work is having.

Current risks and actions taken to mitigate them

- 1.16 The department currently has a number of vacancies and a recruitment process is underway. However, until these posts are filled and new staff are fully trained on all relevant systems, the department is operating below its agreed establishment. Regular review and prioritisation of tasks and liaison with customers about resourcing and capacity within the department has enabled this situation to be managed with limited issues arising.
- 1.17 With the development and roll out of two significant new IT systems – i2 Workstation and Athena - the department is not only providing resource to assist in these systems development, but has and continues to face abstractions due to the need to test the new software and train all staff in how to use them. As both systems are critical to enabling and aiding the department to conduct its business, commitment to these projects is essential although the abstractions have at times further limited capacity. This is being managed through advance planning when times of abstraction will be high and communicating this with customers, as well as through regular workload review and prioritisation meetings.

2. FINANCIAL IMPLICATIONS:

- 2.1 None.

3. OTHER IMPLICATIONS AND RISKS:

- 3.1 No changes are needed to the PCC risk register.

ORIGINATOR CHECKLIST (MUST BE COMPLETED)	PLEASE STATE 'YES' OR 'NO'
Has legal advice been sought on this submission?	No
Has the PCC's Chief Finance Officer been consulted?	No
Have equality, diversity and human rights implications been considered including equality analysis, as appropriate?	Yes
Have human resource implications been considered?	Yes
Is the recommendation consistent with the objectives in the Police and Crime Plan?	Yes
Has consultation been undertaken with people or agencies likely to be affected by the recommendation?	Yes
Has communications advice been sought on areas of likely media interest and how they might be managed?	No
In relation to the above, have all relevant issues been highlighted in the 'other implications and risks' section of the submission?	N/A