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**REQUEST FOR DECISION – PCCML/ 000408/2018 Research collaboration**

**Title of decision:** Research collaboration with university students and lecturers to evaluate commissioning themes and approaches including the formation of expert reference panels – senior researcher (Grade F)

**Executive Summary:** A rolling programme to provide lecturers and students of relevant universities the opportunity to directly contribute to performance management of commissioned services. Starting with Winchester University in 2018/19 and expanding to Solent, Portsmouth and Southampton in 2019/20, this programme will build on previous findings and research to enhance the evidence base and inform decision making.

This work will identify and test the most effective way to deliver services that make residents safer across the Hampshire policing area by creating a robust academic approach to measuring the impact. The reference groups, that the programme enables access to, will ensure credible quality assurance and expert recommendations to apply to the commissioning process. In collaboration with the Alliance for Useful Evidence, this will improve application of evidence in national best practice and enable greater adaptability to the government context. The ability to strengthen a holistic evidence base around services that support and enable frontline policing will also support assessments of the services particular to policing.

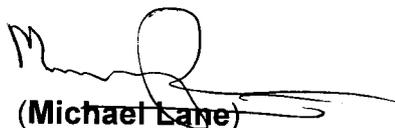
**Recommendation:**

A senior research officer with experience in social research and commissioning performance to develop this scheme, managing the interests of the universities and the Police and Crime Commissioner's Office. A full time post evaluated at Grade F: £41,137 including oncosts.

**Police and Crime Commissioner**

I hereby approve/~~reject~~ the recommendation above.

**Signature**

  
(Michael Lane)

**Date** 23/5/2018

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**Comments on the decision taken:**

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**Report of: Anja Kimberley**  
**Date: 03/04/2018**  
**Subject: Research programme with local universities to evaluate commissioning themes and approaches – senior researcher (Grade F)**

**Contact: *Anja.Kimberley@Hampshire.pnn.police.uk***

**1. Summary:**

The Performance and Information Strategy identified a need to evaluate the impact of commissioned services and proposed to do this by building an evidence base of victims and perpetrators in the Hampshire policing area. This will inform the public about outcomes of commissioned services, national research about effectiveness of methodology and the office about value for money. It is recommended that this work is enhanced by honing skills of students through applied learning. A well-structured programme can ensure that we build annually on knowledge that can be of benefit to commissioned services, local authorities, the police constabulary and also national services engaged in crime reduction and victim support.

It is proposed that a programme is established to allow students of local universities to work with the Police and Crime Commissioner's Office to utilise data and networks and obtain experience of applied criminology. In this way, collaboration with universities will strengthen the ability of the office to evaluate effectiveness of commissioned services.

To ensure that the programme is developed in the best interest of all parties, a coordinator with skills and experience in social research is required to be able to facilitate the scheme. They must also possess an understanding of effective commissioning in this field to ensure reporting is relevant to the Police and Crime Commissioner.

**2. Recommendation:**

It is recommended that the Police and Crime Commissioner approves collaboration with local universities to establish a research and evaluation programme. The programme will include a three year planning process to identify and prioritise research and evaluation needs that university students will report on, ensuring organisational understanding of the national range of

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successful projects and knowledge gaps. The programme will remain flexible to areas of student expertise. Support of expert reference groups and professional resource will be drawn on to enhance the skills of the participating students.

It is recommended that internal expressions of interest for a one year temporary senior research post are invited. An internal candidate would ensure that we can demonstrate effectiveness ahead of a permanent post. It will also enable existing students to receive support and guidance with a well-defined set of expectations. It is recommended that the Police and Crime Commissioner approves a one year fixed term post at the cost of £41,137 met from the commissioning reserves, on the basis of secondment of an existing member of staff to be backfilled as necessary. If a suitable candidate is not identified then an external recruitment exercise will be carried out.

### **3. Strategic context:**

The Performance and Information team does not currently have the capacity to optimise collaboration of students. There is an unfulfilled gap within the performance and information strategy to evaluate commissioned services against the evidence base, to develop the existing evidence base and to consider 'what works' in the specific geographical context to which services are applied. A good working relationship with universities will also enable us to assemble expert reference groups that can advise on a range of matters, with the flexibility to engage students from appropriate courses.

Research priorities will be subject to a steering group whereby the Police and Crime Commissioner will outline his core requirements. Against these, the Head of Performance and Head of Commissioning will scope existing evidence and gaps, the senior research officer will then assess the academic strengths of the students and other available opportunities to recommend a programme. Each year will seek to incorporate learning from the previous year, whilst validating new evidence through a series of publishable literature reviews.

A consistent approach to evaluation will improve the evidence base, support impact assessment of services and our ability to clarify requirements to those applying for funding. Better use of data and information will identify areas that services can collaborate to deliver, maximising skills and capabilities of grant and contract recipients. This will result in better outcomes for the public and a greater ability for the Office to demonstrate a robust and tailored approach to reducing criminality and supporting victims.

Winchester and Solent University both hope to collaborate with the Police and Crime Commissioner's office to provide students with an opportunity to apply their theoretical knowledge. The intention is to begin the programme in

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September 2018 working with students from Winchester University on a range of evaluation topics. These will be published online. The required post to support this activity will include responsibility for developing a collaborative relationship which includes long-term work with lecturers, projects which can be re-tested and expanded by future students. The intent is to create a programme that students across the Hampshire policing area can aspire to take part in. Applicants will be familiar with current criminology and behavioural research, bringing the ability to identify opportunities to improve delivery to the public.

The proposed role will coordinate expert reference panels, victim panels and public panels to support the Commissioner's commitment to champion community needs, increasing the capacity for the office to hear all the voices from the communities that he represents. This role will also oversee the position of the research officer and therefore hold responsibility for the management of research contracts and reporting of large amounts of existing data, for example from the Youth Commission, events surveys and the YouGov survey. There is a requirement for the proposed post holder to manage and develop research led by internal staff, in particular the cyber and fraud strand which is led by a research officer and to provide support for the expanding portfolio as the performance and information team absorbs victim consultation functions from Hampshire Constabulary.

For areas of work such as restorative justice, domestic abuse and victim experience, this post holder will need to manage internal research relationships to ensure expectations are met for relevant leads and that all available information is appropriately utilised.

The product of this work would be publishable and raise the profile of the work conducted at the cost of one research manager post and expenses allocated for student travel.

The role will focus on internal relationships, partner contacts and understanding of the services commissioned including the grants round process. Role specific requirements include social research capabilities, demonstrable knowledge of methodological practices and quality assurance which are essential to the success of this role.

A review of the programme and its effectiveness will be conducted beginning in September 2018 with consultations between the senior leadership team to decide whether the programme should continue as it is, expand or refine its priorities.

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**4. Options Appraisal:**

If we do not recruit a senior research officer, it will not be possible to trial a programme of service evaluation and therefore respond to the need identified in the Performance and Information Strategy.

**5. Financial and Resourcing Implications:**

The cost of the research manager role is £41,137 including on costs.

It would be advantageous for each of the students to be able to travel to relevant services and meet with professionals in their chosen field, it is recommended that the Police and Crime Commissioner approves travel expenses in line with the existing expenses policy of the Police and Crime Commissioner's Office under which advanced approval will be obtained.

If this role is fulfilled internally, there will be a requirement to backfill the original post of the successful applicant for the 2018 calendar year.

**6. Communications and Engagement Implications:**

The communication strategy will align research output with the communications 12 month planner to promote findings and how these are applied to improve community safety. The information where relevant will support campaign work such as raising awareness of services.

The communications team will also engage with promotion of the programme in future years as recruitment is expanded to additional universities and colleges.

**7. Legal Implications:**

The recommendation is for approval of a fixed term role. The legal implication is that the role holder will not hold this position at a substantive level. If the role holder is internal, the same implication is applied to any necessary backfill role.

**8. Risks and Mitigation:**

The risk of internal recruitment is a need to backfill the existing post. A temporary post is proposed at this stage to mitigate the risk of unknown value following submission of student evaluations. This will heavily depend on a successful relationship between the Research Manager and university lecturers. Thorough understanding of the topic areas by the research manager is essential to performance manage student work.

**9. Strategic Policing Requirement:**

None

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**10. Equalities:**

The recruitment exercise will adhere to the Police and Crime Commissioner's Office recruitment policy (under the Integrated Business Centre).

We engage with participating universities to ensure their selection policies are appropriate and support that of the Police and Crime Commissioner's Office. Any diversity considerations will be managed on a case by case basis to ensure equal opportunities. We have and will continue to work with our HR advisor.

Research conducted by post graduate students requires approval by the relevant ethics board. Undergraduates will utilise secondary data according to guidance from the Police and Crime Commissioner's Office.

**11. Publication status:**

The report is suitable for publication

**Persons consulted:**

<b>Name</b>	<b>Tick as appropriate</b>
Chief Executive	Briefing date 23/05/18
Chief Finance Officer	Y
Estate Strategy and Delivery Director	Y
Head of Communications and Engagement	Y
Head of Commissioning and Partnerships	Y
Head of Performance and Information	Y
Head of Governance and Policy	Y
Legal Advisor	Y
<i>[insert others as appropriate]</i>	

**Annexes:**

Senior Researcher Role (Grade F)

**Background Papers:**

Performance and Information Strategy

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# Performance and Information Strategy

## Introduction

*Our role as the performance and information team is to support Michael Lane, the Police and Crime Commissioner (PCC) of Hampshire, Isle of Wight, Portsmouth and Southampton to challenge the Constabulary and ensure that, as they adapt to new dynamic pressures of policing under tight budget constraints, their work continually progresses A Plan To Keep Us Safer (SAFER).*

*As we near the end of Tom Windsor's term in office at Her Majesty's Inspectorate of Constabulary (HMIC), the balance of performance measures within policing has shifted in part from statistical accountability to a more considered, victim driven approach. It has been recognised that some measures of reporting can be inhibitive of identifying vulnerable people, and Hampshire Constabulary have revised their performance framework to pioneer an approach that prioritises the harm caused to victims.*

*In recent years, criminal behaviour has adapted to changes in technology in a way that affects traditional crime and creates new crimes. Global movement of vulnerable people generates a greater scale of hidden challenges, creating commodities out of those residing in our communities. Recent legislation makes a wider range of coercive behaviours criminal offences under the Domestic, Crime and Victims act 2012 to include coercive behaviours. These are some of the things that create a need for us to reconsider how we evaluate performance, and how we communicate knowledge and information between partners and the public.*

*It is my intent that the performance and information team uses feedback from the public and victims of crime to provide challenge and support to the constabulary to make improvements that deliver SAFER as fully and effectively as possible.*

Anja Kimberley,

Head of Performance and Information

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## Outcomes

1. The performance and information team will, over the next three years achieve the following outcomes to deliver SAFER. An illustration of the relationship between the work that we do and SAFER can be seen in Appendix Item 1: Strategic Narrative.



2. The work embedded in this strategy provides materials that compare and contrast data, generates insight and provides a holistic understanding of how well the police are delivering to their six performance areas. In monitoring the impact of policing on victims and communities, this strategy also applies and evidential approach to the work within the Police and Crime Commissioners' office.
3. In collaboration with the Communication strategy, this strategy makes information accessible to the public and ensures that we and the Constabulary are consistently transparent and accountable. It provides insight to how the Police and Crime Commissioner scrutinises the Constabulary, improving opportunities for victims and other members of the public to pose their own questions and challenge. Systematic reviews, reports and briefings reduce the risk of bias in shaping policy.
4. The outcomes will apply to victim interaction with the justice system from reporting to the courtroom (championing community needs), referrals to treatment (strengthening partnerships), prevention to detection (reducing offending) and ensuring that all evidence is used to provide challenge and feedback to the Constabulary with the shared objective of putting the victim first (enable effective and efficient operational policing).

## Mission

5. Through efficient information management processes we operate a systematic approach to sharing our data alongside open source data. Planned reporting processes enable a regular flow of communication to keep the Commissioner abreast of information for optimum decision making. We drive information sharing with partners, ensuring they are equipped to provide the best service possible and extending the reach of SAFER.
6. We adhere to best practice guidance provided by the Centre for Public Scrutiny which stipulates the four principles of good public scrutiny<sup>1</sup>:
  - Providing a 'critical friend' challenge
  - Reflecting the voice and concerns of the public
  - Taking the lead and owning the scrutiny process
  - Making an impact on the delivery of public services
7. We put victims at the heart of our work, to test for areas of need and evaluate the impact of policy changes and commissioned activity. We proactively challenge ourselves and the Constabulary to deliver the best service to the public using a clear and accessible base of evidence. In being publically accountable, the public have the opportunity to understand, engage with and influence our research and decisions to ensure continual improvement.
8. We act as enablers for the Commissioning team, providing a structured approach to evidence of need and to the Communications team through research, surveys and engagement to assist their strategy. We report on identified gaps in knowledge, activity and public reach. As chair of the Consultation Board, Head of Performance and Information will have collective oversight of methodologies and findings.
9. The performance team systematically compiles and assesses the information needed to monitor progress of the Commissioner's plan, SAFER. In doing so, we support work that makes Hampshire Constabulary the best, or one of the best in the country. We focus our efforts on the policing strand of the delivery plan, actively developing work in the following priorities:
  - Evidence Based Community Safety (Sarah Moon)
  - Fraud – business crime (Ranjeev Pathak)

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<sup>1</sup> <http://www.alliance4usefulevidence.org/assets/CfPS-Using-Evidence-in-Scrutiny-WEB-1.pdf>

- Hate crime (Ranjeev Pathak)
- Cyber Crime (Natasha Fletcher)
- Borders – Marine Unit (TBC)
- Fraud (Natasha Fletcher)

10. We evaluate our work, that of the Constabulary and those that the PCC commission through the Independent Complaints Visitors (ICV) scheme, surveys and engagement. We endeavour to share our findings with the public through the PCC's website. This helps us understand the effectiveness of spend and identify areas for improved impact.
11. Suitable data is available for academic purposes, extending the effectiveness of each report and dataset. This ensures we are compliant with government data sharing guidelines. We actively seek to hone a culture of learning, to retain interest from local students who might pursue a career in policing, forensics and criminology. Development of these themes are designed to support the Constabulary to be one of the best in the country by utilising a range of perspectives and skill sets. Please see appendix item 4 for initial presentations and appendix 5 for a research programme due to commence in January 2018.

## Values

12. In everything we do, we endeavour to seek feedback from partners and the public so that we can enhance the things that are working well, and revise those that could be better.
13. We hone relationships with national experts to inform best practice. We consciously navigate necessary increases of crime reporting where some crimes are likely to be underreported, we will challenge counterproductive measures so that we can promote safety of the most vulnerable.
14. We are transparent and inform the public as we progress SAFER. We will promote expert advice and support mechanisms through our website.

## Prioritising activity

15. There are a wide range of activities that could be conducted by our team to drive delivery. We measure the expected impact and the need for these through a prioritisation matrix. This considers themes derived from HMIC methodology, with a tailored approach to the needs of the PCC:

## Effectiveness

- Does it deliver to championing community needs?
- Does it deliver to partnerships?
- Does it deliver to enabling operationally effective policing?
- Does it deliver to reduce offending?
- Is it reactive or proactive?
- Does it lead to better public accessibility?

## Efficiency

- Is the work collaborative internally?
- Are there benefits for partners and the public?
- Will the project become cheaper/faster?
- Do we have the capability for this work?
- Do we have the capacity for this work?
- Is this the best outcome when considering time/cost/quality?

## Legitimacy

- *Is this on a national strategy (APCC / NPCC)*
- *Is there public support for this?*
- *Do we regard this as a matter of public interest? (Regardless of support)*

## Additional factors

- Maturity of project: How far towards completion are we at this current time?

16. Graded assessment of these questions enables initial prioritisation, however we allow flexibility for projects that are high impact, urgent and unaccounted for, such as an incident with unprecedented impact on the community. We capture justification for progression of these items and review the priority matrix as appropriate. Time allocation is estimated on this basis.

17. This process allows us to remain accountable in our investment of resources and promote clear tracking within the office of the work that we do.

## Teamwork

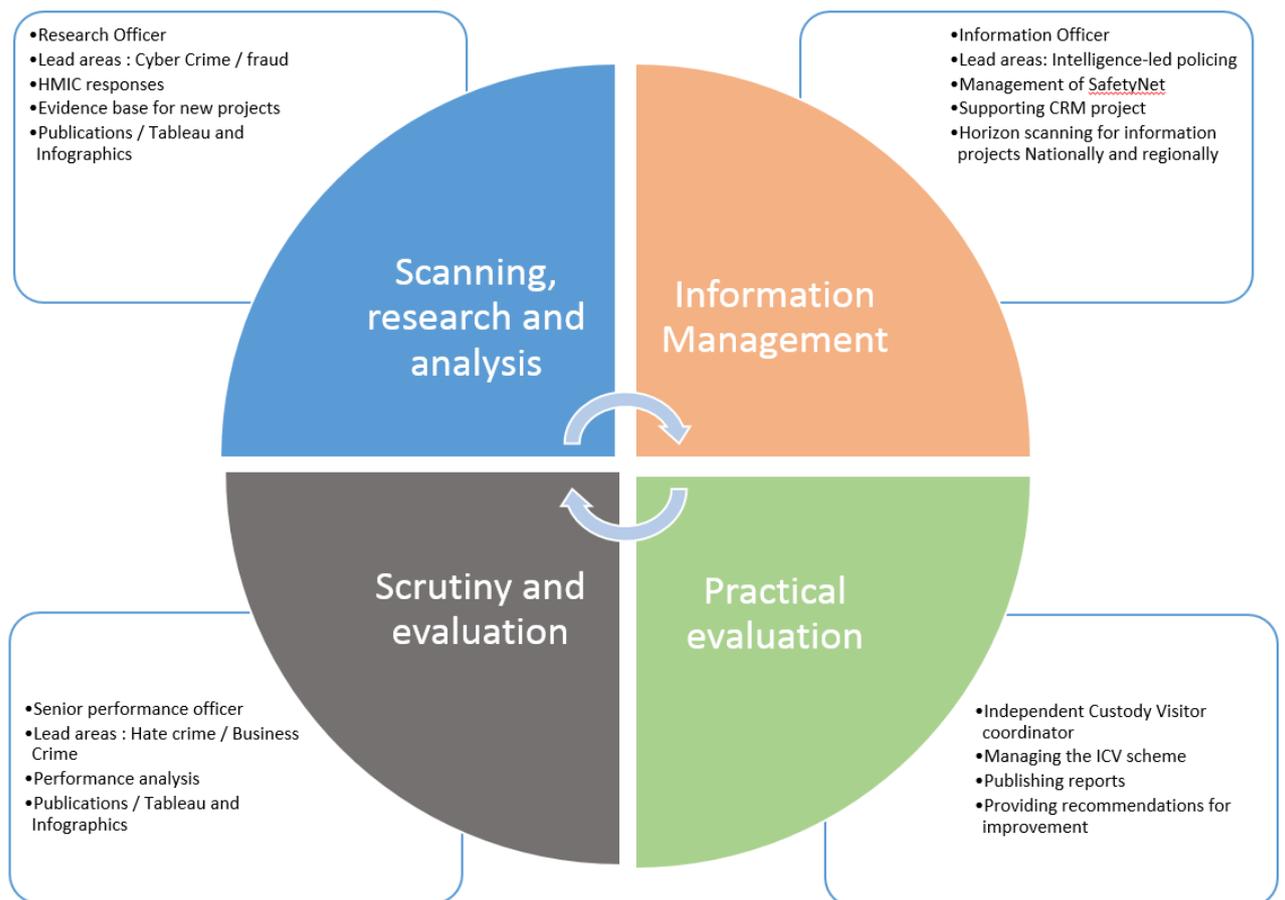
18. Areas that we both lead on and enable require support across the team that puts individual knowledge, experience and skills to best use. We update on development through fortnightly team meetings. Each team member leads on at least one strand of the delivery plan, with wider support from the team.
19. We approach 'enabling' projects on a case-by-case basis according to workloads, experience and development opportunities. I update on progress through Leadership Team meetings, and check for additional requirements through Executive Group Diary meetings to ensure that the PCC has relevant evidence and information available to him at all times.
20. Team objectives are individually set to progress the delivery plan through strand leads, assigned projects and learning and development objectives. I meet team members every six weeks to monitor progress and support areas, provide coaching and make adjustments to promote supportive working.

## Quality Assurance

21. We will standardise a quality assurance process for all reports dependant on content, exposure and purpose.

## Roles and responsibilities

22. A combination of skills are required to deliver the above strategy. These are aligned below:



## Scanning, research and analysis

23. All new projects begin with an assessment of the existing evidence base. This enables communications to direct their messages to target audiences, the commissioning team to consider gaps in bids and for us to assess the impact of public events for planning. These assessments are stored systematically for easy access to the office. We proactively scan for new research methods that will help us reach and understand victim experiences. This is used to direct the research programme.

24. Horizon scanning ensures that we are sighted on National focus, and that we can identify opportunities at regional and local levels. We learn from and actively contribute to “What Works” centres and the Alliance for Useful Evidence. We are committed to strengthening our relationships with social researchers and academics across our key priority areas.

25. We identify local surveys and research that we can triangulate with national data sets, we systematically review information from government sources and working groups<sup>2</sup>, the Office of National Statistics and YouGov data.
26. We routinely interrogate demographic data to test for attitudes, particularly relating to police and crime related topics. We will make the findings accessible to those who have a role in progressing the plan of the PCC. This data is also used to assess areas of vulnerability to direct our own resources and to seek consultation opportunities with which to validate or challenge police data.
27. For further detail of the relationship between data, please see our operating model – appendix item 3.

## Information Management

28. We are developing a structured approach to information management. Safety Net is a foundation tool for this work that has yet to be maximised in capability. Through this, we can identify remaining information sharing needs for progression of SAFER.
29. In year one, we will focus on generating as much buy-in as possible through communication channels and relationships to fully embed the use of Safety Net across partners.
30. We will work towards shared databases, using Tableau for easy access. This will be at two levels:
  - Shared between partners
  - Shared publically
31. This will improve transparency, promote research in the field and ensure a consistent approach to accessing data. This can also provide justification to changes that we make, and help us keep the public informed about the impact of changes to legislation or policies.
32. Development of the public server, dependant on the purchase of Tableau will be implemented in year one. Development of a shared server requires a longer consultation period and practical use of the public server before it can be progressed. This will take place early in year two.
33. We have strong communication with the Constabulary as they progress their Information Management programme. The Performance and Information team

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<sup>2</sup> <http://www.alliance4usefulevidence.org/assets/CfPS-Using-Evidence-in-Scrutiny-WEB-1.pdf>

have representation at Information Management workshop and utilise access to APCC meetings to consider national progress in this area.

## Collation and sharing

34. The products delivered as a team involves sourcing a range of data, reports and opinions. Our collaborative approach enables identification of available information and contacts who can provide data and insight that satisfies known evidence gaps.
35. Fortnightly team meetings enable updates on new information, and ideas for improving the existing evidence base. Alternate meetings will be used to update the Programme Director as to delivery on milestones.
36. In year one, we are concentrating efforts on being fully sighted on relevant policing data, academic literature and media coverage on our priority areas. We communicate with voluntary organisations, government organisations and those that provide information to the public (including Citizens Advice).
37. To understand local interpretations of the National agenda and identify risk and opportunity, I accompany the PCC to events held by the Association of Police and Crime Commissioners. I feedback on thematic areas to ensure our work complements National progress where possible.
38. We work with our peers in other PCC offices and professional organisations that manage evidence, including the What Works forums, the Evidence Alliance and theme specific groups including the Cyber Security Information Sharing Partnership (CiSP) to maintain a strategic view of the work we deliver. I support relevant professional membership of my team to empower them to have an authoritative voice in their area of expertise. I also encourage membership of relevant social networking groups to highlight topical debates to test our own viewpoints.
39. We utilise data produced by the Office of National Statistics, our demographic data set as purchased from YouGov and survey data (both of our own and others) to validate our understanding particular topics. This helps us consider nuances of different communities in demographics, attitudes and opinions, communication channels and vulnerabilities. Where it is in the public interest and does not contain sensitive data, our thematic reports will be published on our website with an invitation to provide feedback.
40. Where reports hold restricted data, but is relevant to government partners who help to deliver the objectives of SAFER and have an information sharing

agreement, we share our information and knowledge, highlighting our own areas of interest or concern through accompanying briefs.

41. Through positive relationship building, chairing the Consultation board and membership on the Commissioning board I will spend this year identifying the most effective information sharing opportunities and strive to agree an IT platform for this purpose. This will support organisations who require analytical capability by reducing data management time as we extend the benefits of visualised data sets.
42. In collating and analysing the information that drives our ability to challenge performance, both of ourselves and the Constabulary, we create efficiencies through focused messaging and targeted use of resources within the office.
43. The Commissioner is briefed with context, potential implications and recommendations. This can be ad-hoc regarding emerging issues or developments in project work, with briefings accompanied by a highlight report at one month intervals.
44. Ad-hoc briefings include, but are not restricted to incidents that:
  - might affect public confidence
  - might impact the delivery of SAFER (positively or negatively)
  - hold risk of escalation
  - are relevant to regional or national discussion
  - directly relate to victim experience in the justice system
  - increase demand on policing
45. I will provide a progress report to the CEO and the Commissioner at the end of each quarter to summarise the themes and progress to SAFER so that our priorities can be debated and adjusted as necessary. This will be presented to the Police and Crime panel.
46. From year two, I plan to extend our information gathering capacity through our Youth Commission and Elders Commission and also by reaching out to Universities and Schools to promote debate and discussion on policing issues. This will improve use of public views and information, raising the public profile of our evidence base and improving transparency of the PCC's office.
47. Year two will also see increased focus on engagement opportunities whereby members of performance and information communicate key messages from the PCC and engage in public discussions about the role of the office and work that we conduct. This will be planned against communications events to boost

coverage in areas where increased engagement is required. This will, where possible be directly linked to the delivery plan priorities<sup>3</sup>.

## Practical evaluation

48. Performance management for Commissioned services requires two separate approaches. The first is the evaluation of the service itself including how finances are spent and reported, how many referrals are made and what outcomes can be evidenced. This is outlined in appendix item 2: Performance of Commissioned Services Strategy. The second approach is the concept of the service and anticipated impact that allows us to consider various funded themes – for example a high performing offender rehabilitation service approach compared to a high performing intervention approach.
49. If the first of these approaches is regularly assessed to evaluate schemes by concept, a larger team would be required. This could be delivered through collaboration with relevant university students. The content of their research would need to be managed between the office and the university. Appendix item 5 outlines the priority areas for evaluation.
50. The lead for the ICV scheme has recently joined the performance and information team, providing us with an opportunity to measure practices within custody, in particular when young or vulnerable people have been detained. This, along with auditing opportunities such as dip sampling of body worn cameras will help measure compliance with legislation.

## Performance

### Monitoring

51. We continuously monitor the performance of the Constabulary through reporting and formal outcome measures. The Performance Framework prioritises resourcing by risk of harm, and it is the role of the PCC's office to ensure the approach is robust, opportunities for improvement are implemented and that the framework drives delivery of SAFER. In year one, we will agree which measures are suitable for external publication to best represent the aims of SAFER. Where constraints to effective policing are identified and resolvable, the performance and information team will explore how the best outcome may be achieved and advise the Commissioner.
52. We will improve public access to statistics and reports in collaboration with the Communications team. We will consult to ensure that we begin with the most sought after information to serve as an information hub for police and crime

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<sup>3</sup> An example of this might be delivering talks on our focus on hate crime to universities, as university campuses have been identified as a risky area for growth of attitudes that lead to hate crime.

data. We will create user-friendly reports to demonstrate our evaluation of projects that the PCC invests in and actively seek feedback.

53. We work closely with local researchers to ensure that our data can be used for academic purposes, extending the effectiveness of each report and dataset. We actively seek to hone a culture of learning, to retain interest from local students who might pursue a career in policing, forensics and criminology.

#### Listening to the public

54. We maximise engagement opportunities and relationships with partners and universities to identify experiences and concerns at local levels. As Chair of the consultation board, I ensure that we are fully sighted on consultation activities, that we capitalise on shared objectives and that we identify gaps in coverage.
55. As pressures on neighbourhood policing increase, efficient use of existing information is more important than ever. Our findings help the PCC track the performance of SAFER and provide a public voice about experiences of policing.

#### Scrutiny and evaluation

56. Using a combination of the existing evidence, public experience, SAFER, and attendance at performance meetings<sup>4</sup> we present relevant scrutiny in the public interest. This provides reassurance that SAFER is being delivered by the Constabulary alongside the six priorities.
57. We support the Commissioner to conduct scrutiny in public each financial quarter through COMPASS, and the public are invited to submit their own questions ahead of the event. We support the Commissioner to conduct scrutiny in private through his one to one sessions with the Chief Constable. Less formal, but regular scrutiny takes place through conversations between the CEO and the Deputy Chief Constable, which provides the opportunity to mitigate risk in advance.
58. Evaluation of changes in both police practice and of commissioning by the PCC are integral to this area of work. Some work utilises existing data sets from the constabulary and visits to those in receipt of contract awards and grants. Please see [Appendix Item 2](#) for our strategy on performance reporting for commissioned grants and services.
59. We will publically report on the projects that we visit and evaluate. The first publication will be a series of case studies. For work commissioned externally, we will assimilate a Research Committee to act as the interview panel and steering group. This will be in conjunction with the Constabulary's research team

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<sup>4</sup> Force Performance Group and Tasking and Co-ordination Group

to align our research programmes and attract the best students and organisations to work with us. It will prevent duplication and help formulate a solid, holistic evidence base, whilst satisfying our individual objectives.

60. In year one we will agree a research programme to deliver evaluation of the Police Investigation Centres (PICs) to include topics such as:

- Safety in custody
- Stress levels and conflict
- Changes to conviction rates
- Time efficiencies
- Impact of youths and vulnerable people (now separated from the main custody suite)
- Effectiveness of access to professional support
- Officer welfare and accountability

This will allow us to fully scope the benefits of the new estates and to provide the results and learning opportunities at a National Level. This is a time critical piece of work and will incorporate the findings of the Independent Custody Volunteers.

61. The Out of Court disposals scrutiny panel, which dip samples and assesses decision making and justification of out of court disposals is chaired by Head of Performance and Information<sup>5</sup>. This helps provide direct insight and understanding to changes in practice or emerging trends.

62. The PREVENT board are in the process of setting up a scrutiny board. As PREVENT is a particularly sensitive area, representation from the PCC's office will strengthen our position in delivering SAFER.

## Additional requirement to fulfil strategy

63. There is a need to create a series of Tableau dashboards at speed that can later be maintained and developed within the team. This will enable us to make fast progress on publication of information and sharing of information with partners allowing for fast, consistent and detailed analysis of the available data sets. This is part of a culture change and will provide us the ability to demonstrate more efficient ways of working to the Constabulary as they develop their own IT strategies. At present, the requirement is for a Tableau professional for a six month period.

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<sup>5</sup> As of October 2017

## Appendices

### Appendix Item 1: Strategic Narrative



Strategic Narrative  
– Performance and I

### Appendix Item 2: Grants and Commissioned Services Strategy



Performance\_Strategy  
Appendix 1.docx

### Appendix Item 3: Performance and Information Operating Model



Operating model -  
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### Appendix Item 4: Initial themes for university presentations



Performance and  
Information Strategy /

### Appendix Item 5: Programme of research and evaluation for Winchester University collaboration



Research and  
Evaluation program

### Appendix Item 6: Active Information Sourcing



Performance and  
Information Appenc

## Job Summary & Person Specification

<b>Job Title:</b>	<b>Senior Research Officer – Temporary post for 12 months</b>
<b>Department:</b>	<b>Office of the Police and Crime Commissioner (OPCC)</b>
<b>Branch / Section:</b>	<b>Performance and Information</b>
<b>Grade:</b>	<b>F (£31,479 – £35,430)</b>

### **Job Purpose:**

To manage a programme of research activity in collaboration with local universities, to deliver a performance and evaluation programme of OPCC commissioned services, ensuring that evaluation design informs our view of service performance and commitment to our objectives.

The role holder will manage a team of undergraduate students to give direction, mentoring and quality assure work. They will also be responsible for the close working relationship with course lecturers to ensure both the Police and Crime Commissioner and the student cohort objectives are being met, to identify risk to delivery and ensure clarity of direction throughout. A key element of the role will involve formation of expert reference panels both among the academic community and relevant public groups. The role holder will be responsible for line management of a research officer and progress of their work streams including delivery of cyber and fraud reduction strategies.

### **Main Responsibilities**

Manage a team of university students and expert panels as they deliver against a performance and evaluation programme for commissioned services. This includes:

- Manage performance objectives for each student
- Manage expenses across the student cohort
- Engage with design content of each strand of evaluation, ensuring that there is consistency and an agreed standard across the programme
- Provide advice on social research considerations such as methodology, approach and transparency
- Provide line management for one internal research officer and ensuring delivery of their workstream for cybercrime and fraud
- Provide support for their reporting officer to maximise use of existing data including events surveys, YouGov data and Youth Commission surveys
- Support the delivery of victim consultation by developing the work stream and the transfer of responsibilities from Hampshire Constabulary

- Establish and engage with expert and public panels including academic members, victims of crime and others as relevant to identified research priorities
- Identify risk to delivery
- Liaise with course lecturers to ensure student skills are effectively utilised
- Present findings as briefings to the Police and Crime Commissioner
- Liaise with the commissioning and communications team and the senior performance manager
- Promote a positive working relationship with services evaluated to obtain relevant data
- Promote a positive working relationship with one or multiple higher education establishments.
- Evaluate programme with recommendations for future collaboration: identify and evidence whether the programme should be expanded, refocused or concluded.
- Design and promote a programme of research for 2019 that can be expanded across other local universities and develop the existing relationship with Winchester University.

**Role Dimensions – financial (e.g. budgets) and non-financial units (e.g. workload, customers/staff)**

The successful candidate will need to manage the agreed cohort of postgraduate students and lecturers.

Financial implications include management of expenses agreed for participating students.

**Working Conditions**

The research manager will be required to work from the Police and Crime Commissioner's office in Winchester, although they will also be able to work from other police buildings by agreement. There will be occasions where the successful candidate will need to hold workshops at the higher education establishment(s) and also meet service providers across the Hampshire Policing area.

Desktop computers operate Windows 8.

**Person Specification:**

<p><b>Essential Knowledge, Skills and Experience</b></p>	<ul style="list-style-type: none"> <li>• Demonstrable experience in social research and evaluative techniques</li> <li>• Experience of research in the field of crime and criminology</li> <li>• Project management experience</li> </ul>
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	<ul style="list-style-type: none"><li>• Strong written and verbal communication skills</li><li>• Bachelor's degree or equivalent level 6 qualification or two years' experience relevant field</li></ul>
<b>Desirable Knowledge, Skills and Experience</b>	<ul style="list-style-type: none"><li>• Experience working with services that support victims of crime</li><li>• Performance management</li><li>• Experience of managing others</li><li>• Evaluation and impact research experience</li></ul>

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