Performance and Resources Scrutiny Programme 2023

Report to: the Office of the Police, Fire and Crime Commissioner for Essex

Title of Report:	**Policing Vision 2030**
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Chief Officer	**Chief Constable Ben-Julian Harrington**
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1.0   Purpose of Report

To identify the plans and strategies that Essex Police and the PFCC have in place to support the Policing Vision 2030 and to identify any significant gaps.

2.0   Recommendations

There are no recommendations: this report is for information only. It is nevertheless of note that, as result of this report, the Chief Officer Group created a plan of action to address how it can better develop its leaders to be more data literate and digitally competent so they can make the best use of data, statistics, analysis, and technology.

3.0   Executive Summary

There are strong – and well established – structures, procedures, and processes in place to support delivery of every objective within Policing Vision 2030.

It is nevertheless of note that while Objective 3 within Pillar 5 – *develop our individual leaders to be more data literate and digitally competent* – is mentioned in the Force's Digital Strategy, it is not covered as comprehensively as other objectives. In response to this, a developmental training programme for those at the rank of Chief Inspector has been commissioned; this will include an overview of performance management, statistics, and how to properly interpret interactive dashboards. The force is also in the early stages of reviewing existing IT, digital and data strategies to

develop into a wider DDaT strategy which will assist us with delivering strategically against this objective.

4.0   Introduction/Background

The Association of Police and Crime Commissioners, College of Policing and National Police Chiefs' Council has developed Vision 2030. This Vision, which builds on Policing Vision 2025, aims to make transformative change across the whole of policing and ensure police forces and supporting organisations are aiming at the same destination. Vision 2030 consequently identifies the key priority themes for focus and delivery that will help get policing to where it should be by the end of the decade. The Policing Vision 2030 document can be found at the Appendix of this report.

5.0   Current Work and Performance

Pillar 1: To help keep our communities safe

Pillar 1 of the Policing Vision 2030 is represented well by the Force Plan 2022/ 2025 and the PFCC Plan. There are a range of strategies in place to support the 5 objectives (see overleaf).

PILLAR 1: To help keep our communities safe					
	Objective 1 Identify and safeguard more of the most vulnerable people and locations	**Objective 2** Reduce serious violence, including violence against women and girls	**Objective 3** Better protect and support victims throughout all stages of the Criminal Justice System	**Objective 4** Ensure accountability and strengthen trust by increasing meaningful, respectful and effective public engagement across a diverse range of communities	**Objective 5** Ensure the police is increasingly seen as inclusive, fair and anti-racist with a zero tolerance approach to all forms of discrimination
Force Plan 2020/ 2025	**Main effort:** Vulnerability. **Our Priorities:** Domestic Abuse, Child Abuse and Exploitation, Rape and serious sexual abuse, Hate crime. **How we work:** We are collaborative with our partners and communities.	**Main effort:** Violence. **Our Priorities:** Violence against women and girls, drug and alcohol driven violence, serious and organised crime. **How we work:** We are data driven, We use technology, We are collaborative with our partners and communites.	**Main effort:** Victims. **Our Priorities:** All priorities. **How we work:** We are inclusive, we respect people, we build community trust and confidence, we are collaborative with our partners and communities.	**Main effort:** Visibility. **How we work:** We are professional, we are collaborative with communities, we are inclusive, we respect people and we build community trust and confidence.	**Our Priorities:** Hate Crime. **How we work:** We value difference, we are inclusive, we respect people, we build community trust and confidence, we are anti-discrimination.
PFCC Plan	Protecting vulnerable people and breaking the cycle of domestic abuse	Reducing violence against women and girls	Improving support for victims of crime	Improving support for victims of crime, Encouraging community support	Further investment in crime prevention - recognise and welcome the increased diversity of Essex

Other Strategies	Homicide Prevention Board	VAWG meetings for all Commands	Victim and Witness Panels	Positive Action Team - community engagement re Policing and job opportunities	Diversity and Inclusion Board (chaired by Chief Constable)
	Fearless Futures - knife crime work to identify those most vulnerable to offending	Homicide Prevention Board	DA Governance Board	DEI Strategy	Pearlcatchers Diversity, Equality and Inclusion training
	DA Governance Board	Force Strategic Assessments, Strategic Tactical Tasking & Coordination Group Meetings; Force, LPA and C&PP tasking meeting	Victim and Witness Board	Pearlcatchers Diversity, Equality and Inclusion training	'We value difference' campaign
	Victim and Witness Board	Domestic Abuse Governance Board	Violence and Vulnerability Board	Independent Advisory Group (IAGs)	Equality, Diversity, Inclusion and Cohesion Board (EDIC)
	Force Strategic Assessments, Strategic Tactical Tasking & Coordination Group Meetings; Force, LPA and C&PP Tasking meeting	CSP Strategic Assessments	Digital Strategy	Public confidence survey	PAU Diversity Dashboard
	CSP Strategic Assessments	Operation MINERVA (spaces and locations)		Ethics Board meetings with non-Police professionals	SMSR Confidence Survey
	Violence & Vulnerability Board	TOEX Dashboard (VAWG and DA offenders)		Media and Communications Strategy	

	Independent Advisory Group (IAGs)	Future: Analytics for Everyone (A4E) VAWG dashboard		
	Operation GRIP (hotspot patrolling repeat locations)	PFCC Multi-Agency Restorative Justice Strategic Board		
	Operation MINERVA (spaces and locations)			
	TOEX Dashboard (VAWG and DA offenders)			
	Future: Analytics for Everyone (A4E) dashboards and Victims' Code metrics			
	Digital Strategy			

Pillar 2: To prevent crime and criminality

Pillar 2 is also represented well by the Force Plan and the PFCC plan. There are a variety of strategies in place that contribute to each objective, especially Objective 5 (prevention). Of note, Essex Police Media and Communications team run more crime prevention campaigns than most forces.

	Objective 1 Collaborate more across policing and with local authorities, businesses and the voluntary, community and social enterprise sector to	**Objective 2** Drive forward the public health approach to prevent crime and protect the vulnerable	**Objective 3** Improve the use of multi-agency data, predictive analytics and future crime statistics to inform prevention activity	**Objective 4** Ensure a commitment to Neighbourhood Policing to increase visibility and reassure communities	**Objective 5** Share evidence based practice and embed a preventative culture as a core police function
PILLAR 2: To prevent crime and criminality					
Force Plan 2020/ 2025	**Main effort:** Visibility **How we work:** We are collaborative with other Forces, partners, communities and each other	**Main effort:** Vulnerability **Our priorities:** Drug and alcohol driven crime **How we work:** We are collaborative with our partners and communities	**How we work:** We are collaborative with our partners and other forces, we are data driven, we use technology	**Main effort:** Visibility How we work: We are collaborative with our communities	**How we work:** We learn and develop, we innovate, we are data driven, we are collaborative with other forces
PFCC Plan	Increasing collaboration	Reducing drug driven violence	Increasing collaboration, including sharing data	Communications and engagement, encouraging volunteers and community support	Further investment in crime prevention
Other Strategies	Community Safety Partnerships	Mental Health Risk Management Board	Analytics for Everyone (A4E) dashboards	Tactical Tasking and Coordination Groups	Crime Prevention Strategy
	Intelligence sharing process with partners	Custody early identification of health issues	Work with Essex Centre for Data Analytics (ECDA)	Neighbourhood Policing Board	Demand Reduction Board

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Eastern Regions Innovation Network	Essex Centre for Data Analytics – Information Sharing to Tackle Violence (ISTV)	Hothouse events (hosted by BT)	Force Strategic Assessments, Strategic Tactical Tasking & Coordination Group Meetings; Force, LPA and C&PP tasking meeting	Homicide Prevention Board
TOEX Dashboard (VAWG and DA offenders)	Fearless Futures – knife crime work to identify those most vulnerable to offending	Academic Strategy (work with universities to understand crime, vulnerability and exploitation)	CSP Strategic Assessments	Eastern Regions Innovation Network
Work with Essex Centre for Data Analytics (ECDA)	Future work: to improve early signposting to mental health services when required	Essex Athena Board	Analytics for Everyone (A4E) dashboards	Police Education Qualifcations Framework (PEQF) programme for new recruits
Business Crime Forum			Op. UNION (visibility in Southend)	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)
Academic Strategy (work with universities to understand crime, vulnerability and exploitation)			Operation GRIP (hotspot patrolling repeat locations)	Appointment of Natalie Mann, formerly Associate Professor at PIER
Essex Athena Board			Future work: ASB Hotspot patrolling (Government's ASB Plan)	Operation GRIP (hotspot patrolling repeat locations)

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Media and Communications Strategy				Work with Essex Centre for Data Analytics (ECDA)
				Academic Strategy
				The new Out of Court Disposal legislation will allow a focus on education and awareness to stop offending at an early stage

Pillar 3: To respond effectively to all appropriate demand and bring perpetrators to justice

The objectives within Pillar 3 are all met by the Force plan. Objective 5 is acknowledged in the Force Plan with regards to our collaboration with partners, although this is perhaps less specific in terms of Criminal Justice System reform.

	PILLAR 3: To respond effectively to all appropriate demand and bring perpetrators to justice				
	Objective 1 Continue to anticipate and adapt to the changing nature of crime and criminality	**Objective 2** Address more hate crime and the impact this has on community confidence	**Objective 3** Increase the use of science, technology and research across policing and with partners to support the police in	**Objective 4** Produce consistent, high-quality data and use it to inform decision making and response	**Objective 5** Contribute towards Criminal Justice System reform and improvements to ensure criminals are effectively and efficiently
Force Plan 2020/ 2025	**How we work:** We learn and develop, we are data driven, we are agile	**Main effort:** Victims **Our priorities:** Hate crime **How we work:** We build community trust and confidence, we are anti-discrimination	**How we work:** We are data driven, we use technology, we are collaborative with our partners	**How we work:** We are data driven	**How we work:** We catch criminals and are collaborative with our partners
PFCC Plan					We will work with the Criminal Justice System to monitor the use and effectiveness of legislation in managing offenders, such as DVPOs, DAPOs, and Stalking Protection Orders.
Other Strategies	Analytics for Everyone (A4E) dashboards	Independent Advisory Group (IAGs)	Analytics for Everyone (A4E) dashboards	Data Quality Team	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)

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Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)	Superintendent Hate Crime lead	Work with Essex Centre for Data Analytics (ECDA)	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)	DA Governance Board
Force Strategic Assessments, Strategic Tactical Tasking & Coordination Group Meetings; Force, LPA, and other command tasking meetings	Power BI Hate Crime dashboard	New data scientist	Data Transformation Project	Victim and Witness Board
CSP Strategic Assessments	Equality, Diversity, Inclusion and Cohesion (EDIC) Board	Hothouse events (hosted by BT)	Data Quality Strategy	Violence & Vulnerability Board
Management of Risk in Law Enforcement (MoRiLE) scanning for all crime and vulnerability types	Pearlcatchers Diversity, Equality and Inclusion training to all officers and staff	Academic Strategy (work with universities to understand crime, vulnerability, and exploitation)	NDQIS – identifying knife crime, DA and CSA offences	
Strategic Demand Board		Appointment of Natalie Mann, formerly Associate Professor at PIER	Crime Data Accuracy (CDA) Board	
Horizon Scanning team		Digital Strategy		
STAR bids		Press Office routinely issue appeals for witnesses, suspects and Missing Persons.		

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Pillar 4: To develop and inspire our workforce and evolve our culture

Overall, Pillar 4 is well supported by both the Force Plan and the PFCC plan, and there are a range of initiatives in place to reinforce this. Although the PFCC plan has a strong focus on supporting officers and staff, it is not specific in terms of encouraging participation from colleagues to improve the workplace. However, initiatives such as the staff survey, Yammer forums and culture boards, in addition to the 6,000 conversations tour, is evidence that such measures are firmly in place.

PILLAR 4: To develop and inspire our workforce and evolve our culture					
	Objective 1 Focus on attracting the best people from all communities to ensure policing is representative and inclusive at all ranks	**Objective 2** Establish a strong ethical and professional culture that enables and welcomes inclusion, and challenges inappropriate and non-inclusive behaviour when it occurs	**Objective 3** Encourage more active participation from colleagues across policing to improve their workplace, and be receptive to the employee voice	**Objective 4** Develop effective leadership at all levels	**Objective 5** Safeguard the workforce with a strong focus on both their physical and mental health and wellbeing
Force Plan 2020/ 2025	**How we work:** We value difference and we are inclusive	**How we work:** We are professional, we are inclusive, we respect people, we are anti-discrimination	**How we work:** We support and we are collaborative with each other	**How we work:** We are professional how we lead	**How we work:** We support
PFCC Plan	Encouraging volunteers and community support, Supporting our officers and staff	Supporting our officers and staff		Supporting our officers and staff	Supporting our officers and staff
Other Strategies	Diversity and Inclusion Board (chaired by the Chief Constable)	DEI Strategy	6,000 conversations tour	'Be the change' Programme for Sergeants, Inspectors and PSE supervisors.	Essex Police Sports Association (EPSA)
	PAU Diversity Dashboard	Pearlcatchers Diversity, Equality and Inclusion training	Staff Survey	Women's Leadership Development Forum (WLDF)	Healthy You Hub

DEI Strategy	Yammer forums	PSD engagement team	Pearlcatchers Diversity, Equality and Inclusion training	Yammer forums
'We value difference' campaign	PSD engagement team	Yammer forums	Officer and Staff support networks	Women's Leadership Development Forum (WLDF)
Positive Action Team - community engagement	Ethics Board – for new policing initiatives	Culture boards	Staff Parity group	Culture Boards
Media and Communications Strategy	Culture Boards for all commands	Agile Working Group	Inclusion of practitioners at the Chief Constable's Force Performance & Leadership Forum	Officer and Staff support networks
	Agile Working Group	Media and Communications Strategy	Culture Boards	Mindfulness courses
				Agile Working Group
				Post Incident Procedures

Pillar 5: To embed a culture of continuous improvement and innovation in policing

Although the PFCC Plan goes some way towards meeting the objectives of Pillar 5 and acknowledges the use of technology such as developing mobile applications, online reporting, and social media use, it is less specific around developing officers and staff to be more data literate (objective 3). However, it is recognised that there is a gap in training and development at Inspector and Chief Inspector level, in relation to data literacy and training in general. To this end, HR and L&D are now developing a training course for officers at this rank.

	PILLAR 5: To embed a culture of continuous improvement and innovation in policing				
	Objective 1 Embed a culture of continuous improvement and effective problem solving across policing and be open to challenge and learning from others	**Objective 2** Develop a learning and evidence informed culture and approach, working closely with academia to develop a technology knowledge base	**Objective 3** Develop our individual leaders to be more data literate and digitally competent	**Objective 4** Commit to delivering a sustainable police service	**Objective 5** Deliver a more efficient and productive police service, delivering value for money and balancing opportunity and risk
Force Plan 2020/ 2025	**How we work:** We are professional how we learn and work, we learn and develop, we are efficient and effective and we are agile	**How we work:** We are professional how we learn, we are data driven, we use technology	**How we work:** We use technology and we are data driven	**How we work:** We are agile, we innovate, we develop, we are efficient and effective and we protect our environment	**How we work:** We are efficient and effective
PFCC Plan		Further investment in crime prevention		Further investment in crime prevention, Increasing collaboration	Further investment in crime prevention, Increasing collaboration

Other Strategies	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)	Work with Essex Centre for Data Analytics (ECDA)	Analytics for Everyone (A4E) dashboards	Investigations Improvement Board	Investigations Improvement Board
	Investigations Improvement Board	Analytics for Everyone (A4E) dashboards	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)	Crime Data Integrity Board	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)
	Crime Data Integrity Board	Ideas Validation Panel (identifying new technology)	Digital Passport	Measures within the Force's Strategic Performance Management Framework (the Balanced Scorecard)	Data Transformation Project
	Work with Essex Centre for Data Analytics (ECDA)	Academic Research strategy in connection with Anglia Ruskin University	Cambridge Masters programme for senior leaders	Data Transformation Project	Efficiency Savings and Growth Board
	Hothouse events (hosted by BT)	Police Education Qualifcations Framework (PEQF) programme for new recruits	Digital Strategy	Risk STAR Chamber	Force Performance Board
	Risk STAR Chamber	Hothouse events (hosted by BT)		Force Performance Board	Risk STAR Chamber

Academic Strategy (work with universities to understand crime, vulnerability, and exploitation)	Academic Strategy (work with universities to understand crime, vulnerability, and exploitation)		Force Performance & Leadership Forum	Force Performance & Leadership Forum
Cambridge Masters programme for senior leaders	Cambridge Masters programme for senior leaders		Efficiency Savings and Growth Board	Strategic Demand Board
Digital Strategy	Future: Analyst Review and recommendation for further investment in data science and engineering		Strategic Demand Board	Digital Strategy
			Digital Strategy	Idea Validation Panel and Digital Transformation Oversight Board (DTOB)
			Idea Validation Panel and Digital Transformation Oversight Board (DTOB)	Essex Athena Board
				Data Quality Strategic Objectives

6.0   Implications (Issues)

To achieve the Policing Vision 2030, further progress is necessary to develop our individual leaders to be more data literate and digitally competent. This gap has been recognised and HR and L&D are developing a training course for officers at Inspector and Chief Inspector level.

6.1   Links to Police and Crime Plan Priorities

The Police and Crime Plan priorities are intrinsically linked to the Policing Vision 2030 and demonstrate the measures already in place to achieve the aims of the Vision.

6.2   Demand

An overview of strategies in place to support the Policing Vision 2030 is provided throughout this paper.

6.3   Risks/Mitigation

Nothing to note beyond the recommendation for development of leaders to be more data literate and digitally competent.

6.4   Equality and/or Human Rights Implications

The strategies evidenced in the tables above, demonstrate a number of measures in place to promote equality and diversity.

6.5   Health and Safety Implications

Nothing to note.

7.0   Consultation/Engagement

Liam Osborne – Head of Operational Change
Vernal Scott – Diversity and Inclusion Manager
Supt. Naomi Edwards – LPSU and CIP Superintendent
Supt. Chris Bradford – Deputy Head of L&D
T/PS Carly Wickes – Staff Officer, Professionalism
Jane Sharman – Head of Intelligence Analysis
Steve Powell – Criminal Justice Operations Manager
Jennifer Housego – Head of Digital Change
Supt. John Hallworth – Athena Strategic Change and Performance Superintendent
Robin Punt – Head of Corporate Communications
Richard Leicester – Director of HR

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8.0   Actions for Improvement

It is recognised that there is a gap in training and development at Inspector and Chief Inspector level; this relates not just to data literacy but training in general. To this end, HR and L&D are now developing a training course for officers at this rank.

9.0   Future Work/Development and Expected Outcome

- A dashboard for Violence Against Women and Girls is to be developed as part of Analytics for Everyone. This will contribute to Pillar 1 of the Vision, to reduce serious violence against women and girls.
- A dashboard for Victims' Code metrics is to be developed as part of Analytics for Everyone. This will contribute to Pillar 1 of the Vision, to identify and safeguard more of the most vulnerable people.
- Improvements to early signposting to mental health services within custody, when required. This will contribute to Pillar 2 of the vision, to drive forward the public health approach to prevent crime and protect the vulnerable.
- ASB hotspot patrolling under the Government's ASB Plan. This will contribute towards Pillar 2 of the Vision, to ensure a commitment to neighbourhood policing to increase visibility and reassure communities.
- Analyst review and recommendation for further investment in data science and engineering. This will contribute towards Pillar 5 of the Vision, to develop a learning and evidence informed culture, working closely with academia to develop a technology knowledge base.
- Training courses for Chief Inspectors to improve data literacy. This will contribute towards Pillar 5 of the Vision, to develop our individual leaders to be more data literate and digitally competent.

Appendix – Policing Vision 2030

policing-vision-2030.pdf