



EMPAC operating model 2019-2021

EMPAC has evolved over the last few years, balancing the prioritisation of research with its limited resourcing. (A summary of some key activity and achievement to date is included below.) With more changes coming to EMPAC resourcing after September 2019, a new approach is suggested to ensure both continuity and sustainability.

There are currently four (quarterly) strategic meetings, chaired by OPCC and NPCC leads and it is recommended these continue as the best way to deliver governance. The current practice of not producing formal administrative meeting minutes is recommended as this both saves time and current arrangements have been shown to be effective in capturing key information.

For communication, the vast majority of EMPAC work is on-line, with empac.org.uk getting around 4000 hits per month, and most events are reported here, including Research Insight reports. Alongside the EMPAC web a regular feature on EMPAC related activity is published in *Police Professional* (hard copy and on-line) with a 50,000 copy distribution. The independent nature of the EMPAC web is a good way of fusing together the nineteen members of EMPAC, across policing and higher education. It is recommended to continue this approach, although it would be helpful if all members of EMPAC enabled a hyper link (i.e. force intranet) to EMPAC for greater awareness and easier access.

Research, post PKF, has been following an alignment model (i.e. matching researcher interest to policing priority) rather than a commissioning one, given EMPAC has no budget. This has allowed continuity and facilitated a wide mix of research activity. But, given the reduction in time of the Research Partnership Manager post after September 2019, a new focus is recommended. The suggested approach 2019-2021 is to maintain alignment (whilst actively supporting external research grant bids) but to take a more surgical targeting of three key areas:-

- **Force Management Statements.** This to include directly supporting the HMICFRS guidance around increased predictive analysis, better understanding of demand, capacity and capability, and supporting the need for greater prevention to break the reactive cycle. This focus has already begun.
- **Serious Organised Crime.** EMPAC is already part of the SOC SGG and supporting various key aspects such as Modern Slavery. This is in line with the Home Office SOC Strategy which explicitly calls for policing to work more closely with academic researchers in this area.
- **General support** coordination for EBP forums across the region, delivered through the ongoing 'Silver' forum. A regional centralised approach to EBP has been discussed and could remain an ambition, in order to reduce force administration (x 5), if desired. General access to information could be greatly enhanced by the automation of the new mapping tool (developed by the University of Nottingham), maybe hosted on the EMPAC web, allowing everyone immediate on-line access to past, present and future intended research information and contacts. This would be a major advancement and would complement other resources such as the College of Policing's *What Works* resource. Although FMS and SOC would be EMPAC's main focus, the generalised environment would remain open to *all* policing related research.



Key progress:-

- Piloting of restorative justice, based at Cotton Lane, Derby, involving Terry O'Connell, from new South Wales, funded by the University of Nottingham
- Collaboration between Nottinghamshire Police and the Universities of Loughborough and Nottingham on developing improved facilities for the vulnerable in custody settings
- Development of community engagement tools by Nottingham Trent University (NTU), developed in the EM region and now adopted nationally
- Creation of an EM region co-ordinated research forum on Modern Slavery to support risk, threat and harm priority work
- Development of Understanding Demand, Capacity and Capability EM regional forum, led by Lincolnshire Police and Nottingham Trent University to support FMS
- Rural crime research enhanced, led by collaboration between NPCC and De Montfort University focussing on the EM region, particularly 'hidden' SOC
- Analytics and digital policing Roundtables, stimulating ongoing work at the Universities of Lincoln and Derby, e.g. improving digital investigation
- Policing Mental Health Roundtables to support EM regional work, integrating evidence base, e.g. Triage evaluation by University of Northampton
- PSV best practice research developed for the EM region by the University of Northampton, now forging international links
- Crime harm mapping for the EM region underway, funded through the Economic and Social Research Council (ESRC), led by Nottingham Trent University
- Additional ESRC funding into the EM region via the Universities of Leicester, Loughborough and Nottingham. Investment being scoped for research into analytics to combat violence and the use of weapons
- ESRC funding into ASB in the EM region, led by Nottingham Trent University
- Mapping of all EM research activity funded by the University of Nottingham, now being explored for automation of a real-time research portal
- Creation of impact measurement to drive usefulness and operational relevance of all new research, now adopted as a national resource by the College of Policing
- Stimulation of Fellowships, new accreditation routes and placements, encouraging researchers and practitioners to work together, e.g. stimulating innovation on data scraping; EM region policing practitioners presenting their research in Europe
- Dissemination partnership with *Police Professional*, promoting EM region policing research to regular audiences of 50,000
- New research on Blue light wellbeing (NTU), Hate Crime (NTU) and Prevention of Crime (NTU) Early Intervention (Northampton) being scoped for Autumn 2019