

Performance and Resources Scrutiny Programme 2020

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

Title of Report:	Operational Transformational Reserve – Monitoring Report
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Author on behalf of Chief Officer:	Paul Nagle
Date of Approval:	8th April 2020

1. Purpose of report

- 1.1. To update the PFCC on progress on the utilisation and benefits derived to date from previously agreed bids to the Operational Transformational Reserves (OTR).
- 1.2. To note proposals around the utilisation of uncommitted Reserve which will be submitted to the 19th June 2020 Strategic Board.

2. Recommendations

- 2.1. Cancel the Predicting Domestic Abuse (£81,300) which has not progressed so that the funds can be released potentially for another project.
- 2.2. Consider the planned recommendation to 19th June 2020 Strategic Board that the OTR funding which was agreed for 12 months covering part 2019/20 & 2020/21 for the FCR Digital Hub is increased by £175k from £275k to £450k to enable the hub to continue operating until March 2021.
- 2.3. A business case is developed to consider and recommend options for continuing the FCR Digital Hub from 2021/22.
- 2.4. No new formal OTR bidding round is considered at this time.

3. Summary

- 3.1. Good progress has been made in utilisation of the funding provided through the Operational Transformation Reserve with £2m of the £2.7m investment projected to have been spent by the end of 2019/20. The benefits reported from each investment reflect a range benefits and progress, with new and innovative approaches to service delivery being adopted through this investment. Where benefits have not been delivered as anticipated, some essential learning has been identified.

4. Progress on approved bids

- 4.1. Progress on the existing OTR approved bids was last considered by the OPFCC Strategic Board on 16th September 2019. This report sets out the main changes since that report. Progress on OTR approved bids was recently considered by the SCCB on 21st February 2020 and then COG on 20th March 2020.
- 4.2. The Financial Analysis summary at Appendix 1 shows the actual spend of £964,272 for 2018/19 and the forecast spend of £1,051,469 for 2019/20 and £557,265 for 2020/21 and 2021/22.
- 4.3. Predicting Domestic Abuse - £81,300. This OTR bid was to allow Essex Police to pilot a DA predictive model developed by Kent Police. However, since the bid was approved, the Kent project has been subject to considerable delay and has now been replaced by a new proposal which is significantly different. We have decided to wait until Kent has piloted this new DA project and then review its suitability for use in Essex. Following consideration by COG on 20th March 2020 we are therefore proposing to cancel this OTR bid so that the funds can be released potentially for another project (see Page 16).
- 4.4. The FCR Digital Hub has an approved funding from the OTR £275k. Projected expenditure in 2019/20 is £158k, with the remaining funding of £117k in 20/21. This funding is only sufficient to meet the costs of the hub until August 2020. Benefits from this investment have reflected expectations in terms of provision, fast time, of information to FCR staff, predominately around:
- OSCAR 1 & 2's decision making.
 - Gold / Silver seeing first hand images from the scene.
 - Resolution Centre – Case Investigators having access to advice and guidance.
 - Support to Operational Support Unit (OSG) and Force Support Unit (FSU) operations.
 - Support to LPA resource in initial investigation stages - LPT and CID.
- 4.5. Further funding of £175k will be required to meet the costs of the Digital Hub up till the end of 2020/21. Following consideration by COG on 20th March 2020 it is proposed that a request is made to increase OTR funding by £175k to fund the continuation of the FCR Digital Hub till the end of the Financial Year. A business case would need to be developed in the summer to consider and recommend options

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for continuing the FCR Digital Hub from 2021/22 in order that it could be considered as part of the 2021/22 budget setting process (see page 9).

- 4.6. Op Meteor - £237k - developing a comprehensive evidence-based project for implementation (Smart Water Campaign) – This project is expected to underspend by £127,369. Due to the underspend, several related crime reduction initiatives are being considered to spend the remainder of the Operation Meteor Budget. This will be considered later in the Summer following completion of the academic evaluation of the project so far which will be delayed for a few months due to the current pandemic. Any subsequent proposal for the utilisation of the remaining funding will be considered by COG before making an updated proposal to the Strategic Board for agreement (see Appendix 2 - Page 17)
- 4.7. Body Worn Video additional storage - £120k. Funding was agreed at the September 2019 Strategic Board, however as plans are implemented to manage the increase in storage the additional funding may not now be necessary. This will be kept under review (see page 19).
- 4.8. Based on current approved bids there is £126,994 unallocated from the reserve. With the proposed return of £81,300 from the Predicting Domestic Abuse project the amount unallocated from the original £2.7m reserve increases to £208,294. If an additional £175k was agreed for allocation to the FCR Digital Hub project, then the remaining unallocated balance of the OTR would be £33,294.
- 4.9. The benefits monitoring analysis is provided in Appendix 2 based on the latest information available in February 2020.

5. Bids & Approval Process

- 5.1. If the suggested use of the OTR reserve to fund an extension of the FCR Digital Hub is accepted, then at this time no further OTR bidding round is proposed. Generation and review of OTR bids can be time consuming at a time when Essex Police is focused on maintaining core Policing functions in response to the Coronavirus Pandemic.
- 5.2. Bids to the OTR were considered against the following criteria: -
 - Support our aspirations – e.g. estate transformation, agile working, mobility;
 - Develop Collaborations like securing shared space with partners;
 - Enhancing digital capability and skills of the workforce;
 - Builds/Enhances Capability – enhances expertise / specialist capability / quality of service;
 - Addresses gap in capability and capacity identified in the Force Management Statement (FMS)
 - Increases Capacity – increase resource levels to better meet demand;
 - Demonstrates additionality by delivering more Capability and/or Capacity through more investment (“more with more” concept);
 - Generates Savings / Income in Future Years;
 - Linked to Force Plan and Police & Crime Plan;

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- Demonstrates clearly how benefits to the public will be achieved.

Evaluation was also expected by the proposer against the OPFCC Police & Crime Plan priorities:

- Priority 1 - More local, visible and accessible policing
- Priority 2 - Crack down on anti-social behaviour
- Priority 3 - Breaking the cycle of domestic abuse
- Priority 4 - Protecting children and vulnerable people
- Priority 5 - Tackle gangs and organised crime
- Priority 6 - Reverse the trend in serious violence
- Priority 7 - Improve safety on our roads

6. Decisions Required by the OPFCC

6.1. To note the report.

7. Appendices

App 1.	Existing Approved Bids – Financial Analysis
App 2.	Approved Bids – Benefits Analysis

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APPENDIX 1									
Updated for Mth 10 - 2019/20 - Profiling		OTR 2018/19 - 2020/21							
Ref:		2018/19 TOTAL REVENUE SPENT	2019/20 SPENT /FORECAST	2020/21 REVENUE REQUIRED	TOTAL REVENUE	APPROVED			
		£	£	£	£				
1	Body Worn Video	645,000	0	0	645,000	Strategic Board - 22nd March 18			
2	Learning Management System (LMS)	9,850	12,150	0	22,000	Strategic Board - 21st June 18			
3	Contact Management Change Programme	121,747	66,253	0	188,000	P&R 28th June 2018			
4	Growth in FI's to support POCA strategy		70,079	0	70,079	P&R 30th August 2018			
5	Digital Hub for FCR - Option 1		157,935	116,578	274,513	P&R 30th August 2018			
6	Use of YouGov to support our programme of work to improve public confidence	18,000	0	0	18,000	P&R 30th August 2018			
7	Enhancing all weather UAV's (Drones)	21,000	0	0	21,000	P&R 30th August 2018			
8	Safe as Houses - Visiting victims of fraud	7,500	0	0	7,500	P&R 30th August 2018			
9	Meet Promises from Staff Survey	13,125	86,875	0	100,000	P&R 30th August 2018			
10	Op Meteor - developing a comprehensive evidence based project for implementation (Smart Water Campaign)	12,506	109,721	114,573	236,800	P&R 30th August 2018			
11	Shared appointments with ECC & EU. Head of Analysis - Withdrawn - £8,500		0	0	0	P&R 30th August 2018			
12	Convergence of Financial processes for Essex & Kent (including review with Fire)	10,431	46,569	0	57,000	P&R 30th August 2018			
13	Accelerating delivery of the IT programme - Technical design	45,113	71,887	0	117,000	P&R 30th August 2018			
14	Predicting Domestic Abuse - Proposed to be withdrawn		0	81,300	81,300	P&R 30th August 2018			
15	Fusion NG OPFCC - missing person investigations in Thurrock	60,000	0	0	60,000	P&R 25th October 2018			
16	ECDA - Essex Centre for Data Analytics ('ECDA') which is a joint partnership programme between Essex Police, Essex County Council and the University of Essex		430,000	0	430,000	Strategic Board - 13th June 2019			
17	IT - Research and Development Team		0	124,814	124,814	Strategic Board 16th Sept 2019			
18	Body Worn Video		0	120,000	120,000	Strategic Board 16th Sept 2019			
19		964,272	1,051,469	557,265	2,573,006				
		18/19	19/20	20/21					
20	TOTAL REQUIRED	964,272	2,015,741	2,573,006					
21	Operational Transformation Reserve	2,700,000	2,700,000	2,700,000					
22	Balance	1,735,728	684,259	126,994					

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Operational Transformational Reserves Bids – Benefits Update (February 2020) – APPENDIX 2

Bid Title	Total £	To which area/function of the force have the benefits been delivered?	Has it delivered the benefits wanted/expected?	What was the input (What has the money funded, has it been fully spent?)	Is further roll-out expected/planned?
<p>Body Worn Video – initial funding in 2018/19</p> <p>(Lead COG Officer: ACC Prophet)</p> <p>(Jonathan Baldwin)</p> <p>Agreed Strategic Board 22/3/2018</p>	<p>645,000</p>	<p>In September 2018 Essex Police rolled out 2200 new AXON Body Worn Video (BWV) cameras to police officers and police staff within selected front line roles. The AXON cameras replaced the previously issued 636 BCAM BWV cameras issued only to a limited number of police officers and police staff.</p>	<p>Following a significant investment, Essex Police has deployed AXON BWV devices across frontline policing and continues to embed its effective use into every day policing. The devices are effective and well received by officers and staff.</p> <p>The AXON BWV camera is a smaller device providing improved quality of footage and time savings associated with technological improvements. BCAM devices required officers to interact with them to conduct and save uploads. The AXON BWV device both automatically uploads and saves uploaded data to an online storage service once the device is left docked, thus releasing the officer to continue with other policing activities.</p> <p>The rollout of the AXON BWV cameras has provided many positive benefits to the public and in relation to operational delivery, criminal justice processes and to the organisation.</p> <p>Post Implementation Review completed in November 2019 and reported to the P&R Scrutiny Board on the 20th Dec 2019.</p>	<p>Funding fully utilised in 2018/19.</p>	<p>Further follow-up work to ensure the use of AXON BWV footage being shown in interview continues to improve and understand and report on the non-tangible benefits relating to the introduction of the AXON BWV product. Including, public perception, public and officer confidence.</p>

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<p>Learning Management System</p> <p>(Lead COG Officer: Richard Leicester)</p> <p>(Matt Newton)</p> <p>Agreed Strategic Board 21/6/2018</p>	<p>22,000</p>	<p>To procure 50 Tablets, 14 Laptop devices and 14 J5 Smart phones and associated docking stations. This will provide the ability for students to undertake digital exams under supervised conditions whilst studying at the college and enable access to training material whilst in cars away from the college providing an agile approach to learning.</p>	<p>The tablets and mobile devices are resulting in significant benefits for Learning and Development and the attendees on courses.</p> <p>The Operational and Investigative Skills Training Team (OIST) state that the use of tablets within Initial Police Learning and Development Programme (IPLDP) training has revolutionised the completion and marking of examinations within the training programme. Furthermore, the student officers can use the tablets to complete their e-learning and evidence for One File submissions anywhere in the college, thus allowing other staff to use available computers within the college.</p> <p>For Driver Training the laptops have enabled agile working for the team which means they can work from anywhere. They have been able to work from home if report writing is required and prevent unnecessary travel. If a training course over runs this is not compounded by having to stay late to write up driving reports. The instructors can write up the reports whilst out delivering training or from home. The trainers are able to ‘hotspot’ or use Gov Wifi using mobile devices to connect to the Essex Police network”.</p>	<p>Tablets purchased in 18/19, laptops/phones Purchased 19/20. Funding Fully utilised.</p>	<p>This technology provides the solution required at this time, however we will continue to review the use of this technology.</p>

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<p>Contact Management Change Programme</p> <p>Agreed:-P&R 28th June 2018</p>	<p>188,000</p>	<p>Additional funds to support the transition from the existing operating model to a new target operating model, per the KPMG recommendations creating a new resolutions centre, operational support team and more efficient call handling, work flow and resource management.</p>	<p>This investment has supported transition in the Contact Management Command structure and workforce so that it is more able to meet current and future demands. Specifically</p> <ul style="list-style-type: none"> - Reduction in the number of dispatchers and the reinvestment in Resolution Centre and the Operational Support Team (OST). This has created opportunity costs which are a benefit. - Reduction of 2 Airwaves radio channels resulted in reduction of Airwave channel cost charges which were put into the IT non-pay budget savings for 2019/20. £30k achieved so far with additional savings to take up to £41,205 to be realised with North LPA channel reduction. - Training for Resolution Centre staff has begun on their built-in training days enabling ongoing training and CPD in the command. - OST ability to interrogate performance data and utilise the FCR Dashboard is enabling the Oscar 1 and Oscar 2 to identify individuals' performance on their shifts to focus on improvements to FCR regarding call handling and our response to the public. 	<p>The funding related to a temporary implementation team, and early appointment of some new permanent roles which were key enablers for implementation. It has been fully spent. Funding fully utilised.</p>	<p>The Resolution Centre went live on the 2nd December 2019. Focus now on embedding new structure, processes and stabilising performance.</p>
<p>Growth in FI's to support POCA strategy (Lead COG Officer: ACC Tim Smith) (DCI Stuart Truss)</p>	<p>£251,947 Bid revised to £70,079</p>	<p>SCD Serious Economic Crime; has assisted in the continued removal of cash from criminality and investigations into the finances of high level criminals (OCG's etc).</p>	<p>Essex has increased its' establishment of FI's to 14, all of which are recruited and in post to support the POCA strategy.</p>	<p>Increase establishment of Essex FI's (PSE's) to 12 (2 funded in 19/20 from OTR - £78,000, revised to £70,079 – remainder of OTR bid allocation returned).</p>	<p>There will be continued employment of those FI's recruited; but no plans currently to further extend the number.</p>

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<p>Digital Hub for FCR – Option 1 Lead COG Officer: A/ACC Wells) (Robert Crawford)</p>	<p>274,513</p>	<p>The team was launched on 4th November 2019 the team have been working on live Incidents ranging from medium risk missing persons to live firearm incidents.</p> <p>Benefits have reflected expectations in terms of provision, fast time, of information to FCR staff, predominately around:</p> <ul style="list-style-type: none"> • OSCAR 1 & 2's decision making capability. • Gold / Silver seeing first hand images from the scene. • Resolution Centre – Case Investigators having access to advice and guidance. • Support to OSG and FSU ops. • Support to LPA resource in initial investigation stages - LPT and CID. 	<p>The team are now 4 months into the project and are live in FCR. As expected, they are constantly reviewing STORM for incident's that have a digital 'element' which can be exploited.</p> <p>A 'tagging' process has also been adopted for FCR operators to use if they assess the incident as appropriate for DOT involvement.</p> <p>The team are delivering success with dynamic incidents including reports of concern for welfare or missing persons. The team has provided vital information that informs 'Threat, Harm and Risk'. An example would be an increased risk of harm from judging the subject's mental capacity (gathered from their online presence or content) or reduction of risk due to being photographed on a train heading to a specific location that places greater distance between them and the source. This ability impacts on the decisions and resources required to respond.</p>	<p>Computer hardware and mobile devices; 1x Laptop, 1x USB stick, 1x Router, 3x Mobile Phone devices, 1x iPad and protective cases.</p> <p>Specialist software and licences. Scoping is underway to purchase a recording device for mobile devices and next generation of COSAIN.</p> <p>Staff are currently using GB Connexus and Snagit.</p>	<p>Expecting the imminent arrival of the LIVE CHAT function.</p> <p>The pilot is due to conclude on 30th September 2020. The future of this team will need to be considered in advance in order to ensure there is continuity of ability to service LIVE CHAT and avoid a capability gap.</p> <p>NB. By this date, it is expected that a different service provider for LIVE CHAT will have come onto the market, after EP will have accrued 6 months experience of using LIVE CHAT.</p>

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<p>Continued - Digital Hub for FCR – Option 1</p> <p>Lead COG Officer: A/ACC Wells</p> <p>(Robert Crawford)</p>		<p>The team have exercised their capability during a declared OP PLATO incident (London Bridge). When declared, the team trawls social media and other platforms to feed live intel to senior officers in FCR. In this case providing faster access to information from the scene than could be provided from news outlets or the owning force.</p> <p>The team were looked to, to provide an Open Source cell in such situations and this function has been included in the SOPs plan/coordinating instruction.</p>	<p>The team are focused on providing a service to benefit staff at all ranks within FCR and to the wider organisation. As such the team have been approached by other departments/teams such as CID to assist in providing advice for ongoing cases this was expected to an extent and may have to be managed in future, in order to maintain the level of service to the Command. The team are currently looking at providing a link between Firearms (by utilising the Airbox handheld devices) to FCR. It is expected that the team will be able to upload images/content obtained from their investigation to officers on route or at scene.</p> <p>The team have been delivering presentations to staff across the Contact Management Command providing knowledge, awareness, advice and experience to staff. The role, expertise and online presence has been shared to assist the Resolution Centre (Case Investigators) to progress investigations more diligently. This has been utilised almost daily.</p> <p>The team are currently on average conducting 320 investigations a month. This is more than originally projected.</p> <p>LIVE CHAT - The team are still awaiting the delivery of the LIVE CHAT function. The team are ready for this and would be able to accommodate the implementation. It is expected this will be in place by the end of March 2020.</p>	<p>Staffing; 5x PSE and 1x Supervisor funding staffing between 0700-2330 - 7 days a week. Not including Bank Holidays. A 6th staff member joined the team at the end of January 2020.</p>	

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<p>Use of YouGov to support our programme of work to improve public confidence</p> <p>(Lead COG Officer: Dr. Harrington) (Claire Heath)</p>	<p>18,000</p>	<p>The pilot was tested in the Public Engagement, Performance Information and Media departments.</p>	<p>Disappointingly the aims and measures have not been achieved because it is considered that the YouGov product contains insufficient size database to provide a qualified sample of the Essex population. Overall our experience of using YouGov demonstrated limited orientation towards policing topics. In this regard it has not been as useful as hoped. An operational request to understand demographics within an area of the county was tested and, despite YouGov assistance, failed to produce accurate results also in part due to shortfall in current census data.</p> <p>Our view is the YouGov product is more suited to commercial users its strength is its variables covering lifestyle and opinions for consumer behaviour. This makes it more suited to media led initiatives. For example, the engagement team can use information identifying the best locations/places for posters or public information which provides some use in planning for local engagement activity, though this is rather of limited use.</p> <p>Unfortunately, it has not been able to provide more granular socio-economic information such as at postcode or demographic level. Unlike commercial operators who may pick and choose their target markets and clientele the police must serve all members of the public including smaller and harder to reach communities.</p> <p>At additional cost Media department have undertaken an Omnibus survey paying extra to provide questions for the audience. The Omnibus survey was related to recruitment.</p>	<p>The funding provided unlimited licences to operators within the three designated sections. The bid has also enabled the option to pay for a more tailored series of questions which is called an omnibus survey. Whilst this is extra to the bid funds, as a result of the original bid, it is available at a more competitive rate. Media have undertaken an Omnibus Survey. Funding fully utilised in 2018/19.</p>	<p>The Public Engagement and Performance information Unit will not be renewing the licences.</p> <p>Media will await the outcome of their Omnibus Survey before making any further decisions regarding future use of YouGov.</p>

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<p>Enhancing all weather UAV's (Drones)</p> <p>Lead COG Officer: A/ACC Wells</p> <p>(Perran Bonner)</p>	<p>21,000</p>	<p>OPC – Specialist Ops Team providing services to all areas of Operational Policing</p>	<p>In the majority of cases yes. Some technical issues have limited our ability to operate in the rain as mandated initially by the CAA.</p> <p>The optical ability of the system has added a significant capability to the services we provide to Operational Policing. The system has directly enabled warrant justification and operational oversight.</p>	<p>One all-weather drone £20k - Drone, cameras, and batteries.</p> <p>Drone has had a very positive impact on our capabilities. Funding fully utilised in 2018/19.</p>	<p>Yes - Equipment will be further utilised as we upskill more officers in its use and operation</p>
<p>Safe as Houses – Visiting victims of fraud</p> <p>(Lead COG Officer: ACC Tim Smith)</p> <p>(DCI Stuart Truss)</p>	<p>7,500</p>	<p>SCD Serious Economic Crime – to the benefit of victims, and potential victims, of fraud offences.</p>	<p>Yes – This enabled visits over and above those normally expected as part of the investigation, in order to provide crime prevention advice and safeguarding.</p> <p>In addition to local staff, partner agencies were supported in helping us identify and carry out visits to vulnerable victims. The bid was used to enlist their support.</p>	<p>The funding has been used to pay for additional resources to carry out these visits. Funding fully utilised 2018/19.</p>	<p>No – A permanent role has now been agreed which is in the process of being recruited to (Fraud Co-ordinators) who will be responsible for these visits.</p>

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<p>Meet Promises from Staff Survey</p> <p>(Lead COG Officer: Dr. Harrington)</p> <p>(Claire Heath)</p>	<p>100,000</p>	<p>Fund were made available to all sections of the force though LPA West and LPA North received the majority share based on the number and value of bids submitted.</p>	<p>From its launch in December 2018 initial requests received were worth an estimated value of £118,000. However following investigations, several bids were redirected where they could be supported by other budgets already established within force. Majority of bids received were for larger items such as building refurbishments and IT kit and not all smaller goods which were initially expected. Also, the bids were across the organisation and not concentrated in front line units alone.</p> <p>At the final count a total of 94 requests with 40 funded from the scheme. Over 1709 personnel have benefited directly from items purchased, though the actual figure is very probably higher.</p> <p>Also, many more personnel benefited from a further 39 requests that were successfully redirected within the organisation to areas where budgets already existed.</p>	<p>The money has funded a number of initiatives and niggles across the force including batteries, cash for car valeting, clocks, clothing, cutlery, portable fans, furniture (various), head gear, portable heaters, I.T Kit (various), kettles, mugs, Night vision goggles, picnic tables, refurbishment works (various materials), Satellite Navigation devices for cars, a set of scales to weigh drug paraphernalia, building signage and skip hire.</p>	<p>A review has taken place in to consider the success, issues and lessons to be learned as there were many procedural hurdles to navigate and spending the fund has proven quite a challenge. Despite the initial rush of requests, at the time valued over £100k, the final expenditure totalled £82,248.</p> <p>This was due to refinements to costings, redirections meeting some needs and a few requests being withdrawn altogether either no longer needed or technologically unavailable.</p> <p>The scheme ran throughout 2019.</p> <p>The scheme may be repeated using remaining funds (£17,752), for the remaining quarter of FYR 2019/20, however at this moment the decision had not been finalised.</p>

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<p>Convergence of Financial processes for Essex & Kent (including review with Fire)</p> <p>(Lead COG Officer: Debbie Martin)</p>	<p>57,000</p>	<p>The desired outcomes are</p> <ol style="list-style-type: none"> 1) A joint procurement approach, 2) A joint invoice processing procedures, 3) A joint use of SAP for the production of monitoring data and police objective analysis (POA) returns, including use of codes, forecasting and budgets, 4) Joint reporting on joint projects and collaboration initiatives, 5) Similar processes for budget setting, monitoring and closure 6) Similar approach to the format of statutory tables within the Statement of Accounts 	<p>A project manager was appointed in January, but due to family commitments left in February. A progress report was produced by the project manager before he left.</p> <p>The project is nearing completion with an initial draft report due to be presented to Kent and Essex finance by the end of February 2010. Following this there will be a process of feedback, discussion and potentially some further work but we should have a finalised report by the end of the financial year with recommendations.</p>	<p>Project Manager.</p>	<p>To be determined following consideration of the report.</p>

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<p>Accelerating delivery of the IT programme – Technical design</p> <p>(Lead COG officer: Mark Gilmartin)</p> <p>(Fiona Brown)</p>	<p>117,000</p>	<p>Work to date has included</p> <ul style="list-style-type: none"> • Technical Design work for Forensic QMS – which is now live • Technical Design for the Telematics/Tranman interface – which is due to go live by April '20 • Options for improving IVR and SMS for FCRs – to inform the 20/21 business case (funding to deliver included in the 20/21 MTFs, as a result) • Technical Design support and Project Management for the initial procurement stage for the Digital Interview Solution (replacement of CODES), after procurement advice it was decided to 'abandon' the process that has taken place to this point and start again with a framework based procurement in quick time, Aphari will continue to support this work through the OTR funding until end of March '20. • Technical design support to the Analytics for Everyone project • Coordination of system audit activities for the ACU (Active Community Unit) system. 	<p>Need to bid for Kent funding on a case by case basis limits the opportunity to utilise the funding for joint projects, which makes up the majority of the Portfolio</p>	<p>Business Analysis and technical design support for the digital transformation initiatives.</p> <p>A delivery partner framework with Aphari is in place.</p>	<p>Finance confirmed that the £117k funding is split across 2018/19 and 2019/20, with budget not spent in 2018/19 being made available up to 31/03/20</p> <p>The funding is now fully committed and has been used to progress a number of projects, for which capacity would not have been available:</p>

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<p>Predicting Domestic Abuse</p> <p>(Lead COG Officer: Dr. Vicki Harrington)</p> <p>(Kate Harley)</p>	<p>81,300</p>	<p><u>None as yet. Update below:</u></p> <p>Kent have identified Deliotte to develop the IT resource required to use the predictive algorithm to create a risk assessment of the Offender. Deliotte have put a bid in to the Home Office Innovation fund and are waiting the HO response which should be received within the next 3 months and then they will begin work to build the solution.</p> <p>Kent are also in the process of building a Domestic Abuse Hub within their control room to triage DA calls to decide the speed of attendance required, whether attendance is needed or an alternative approach would be most appropriate.</p>	<p>This OTR bid was to allow Essex Police to pilot a DA predictive model developed by Kent Police. However, since the bid was approved, the Kent project has been subject to considerable delay and has now been replaced by a new proposal which is significantly different. We have decided to wait until Kent has piloted this new DA project and then review its suitability for use in Essex. We are therefore proposing to cancel this OTR bid so that the funds can be released for another project</p>	<p>No input as yet drawing on funding.</p> <p>Recommendation agreed by COG to cancel the project.</p>	<p>Kent are waiting on a new inspector to project manage as the current Inspector lead is changing roles.</p> <p>Once the new Inspector is in post work will begin to create a tactical delivery plan.</p> <p>Essex are reviewing the project in Kent and the current DA position in Essex to begin identifying how a DA predictive pilot could be replicated in Essex.</p>
<p>The Missing Person Analysis tool –</p> <p>(Lead COG Officer: ACC Tim Smith)</p> <p>(SCD - Gavin Saunders)</p>	<p>60,000</p>	<p>The aim of the Missing Person Analysis tool was to provide a geospatial and temporal assessment tool to improve and more rapidly resolve MISPERs and MANHUNTS and potentially support the investigation of Modern Slavery and Human Trafficking.</p> <p>The NG (iNtelligent Geospatials) Tool that was designed for use for missing persons/manhunts was effectively delivered and where there was sufficient information available proved to be a very good addition to the 'toolkit'.</p>	<p>Following purchase and installation of the geospatial and temporal assessment tool, the expected benefits from roll out in Missing Person and Manhunt investigations have not been delivered as anticipated, as significant areas of business change were identified that were not previously known (e.g. Limitations on data captured on Compact and Athena, Communication or open source data are not always applied for in relation to missing persons). This has limited the cases where the tool has provided benefit.</p>	<p>The full funding was spent in 2018/19 as planned on live-time geospatial intelligence system.</p>	<p>Whilst the Proof of Concept (POC) has demonstrated that it is very difficult to create a geo-spatial view of a person.</p> <p>Work is ongoing with DSupt Hammet (Investigations) and DSupt Judge (PPU) to develop use cases and POC trials within their specific business areas for Missing Persons and high Risk RSO's</p>

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<p>Op Meteor - developing a comprehensive evidence based project (Property Marking Campaign)</p> <p>Lead COG Officer: ACC Andy Prophet</p> <p>(Heather Gurden)</p>	<p>236,800</p>	<p>The products were deployed in the following :</p> <table border="0"> <tr> <td>Basildon</td> <td>Smart Water</td> </tr> <tr> <td>Billericay</td> <td>CRE</td> </tr> <tr> <td>Buckhurst Hill</td> <td>CRE</td> </tr> <tr> <td>Canvey</td> <td>Selecta DNA</td> </tr> <tr> <td>Clacton</td> <td>Immobilise</td> </tr> <tr> <td>Colchester</td> <td>Smart Water</td> </tr> <tr> <td>Southend</td> <td>UV pen</td> </tr> <tr> <td>St Osyth</td> <td>Immobilise</td> </tr> <tr> <td>Stanford le Hope</td> <td>UV pen</td> </tr> <tr> <td>Tilbury</td> <td>Selecta DNA</td> </tr> </table> <p>Regarding the product distribution, early indicators imply that certain property products are more widely accepted by the public and easily adopted</p> <p>Offender searches within custody are seeing positive results, with offenders growing weary of the search. Illustrating the pivotal role that custody searches have on offender perception.</p> <p>CPT embraced the operation, evident by the public support and drive to deliver the kits. Sgt leadership showed enthusiasm and commitment, especially in undesirable weather conditions.</p> <p>CPT teams arranged additional community engagement activities in amongst the deployment, ensuring that</p>	Basildon	Smart Water	Billericay	CRE	Buckhurst Hill	CRE	Canvey	Selecta DNA	Clacton	Immobilise	Colchester	Smart Water	Southend	UV pen	St Osyth	Immobilise	Stanford le Hope	UV pen	Tilbury	Selecta DNA	<p>The deployment commenced Monday 23rd September, and concluded Friday 1st November, (a month prior to the anticipated completion date).</p> <p>3,098 out of the 4,000 property marking kits were deployed across the county with approximately:</p> <ul style="list-style-type: none"> • 6,177 properties called upon during the deployment window. • 1,678 residents refused the property marking kits. • 4 of the property marking products met the 1 in 7 desired saturation level. Immobilise failed to achieve the saturation levels and was the least delivered product <p>Further analysis will reveal qualitative influencing factors which may include mistrust of internet based products and a lack of brand awareness.</p> <p>In addition, the bid has exceeded expectation within the following areas:</p> <ul style="list-style-type: none"> • CPT engagement within the community, linking in with partner agencies • 256 officers received CPD around crime prevention and property marking • The data sharing processes put in place for the bid were deemed as best practice by the ICO. • An internal survey was run for those involved within the deployment and provided an internal perspective, aiding to the learning from the project. • PIER conducted a public survey in December 2019 which gathered 412 responses from the public. Of 	<p>To facilitate the bid the following elements were funded:</p> <ul style="list-style-type: none"> • Property marking products • Torches for all CPT officers • Training facilities and guidance packs officers briefing • Overtime • Necessary legal documents such as data sharing requirements and necessary signage • Custody materials such as signs / printing / torches). This was replicated within the material for 	<p>Tactical options will be drawn from the academic paper, shaping future national and local delivery of burglary crime prevention initiatives.</p> <p>Chief Finance Officer (Debbie Martin) has been granted authority from the OPFCC to carry-forward any Op Meteor underspend from 2019/20 to 2020/21.</p> <p>Due to the underspend, the following initiatives being considered to spend the remainder of the Operation Meteor Budget: These will be reviewed in the Summer following completion of the PIER Academic evaluation.</p> <ol style="list-style-type: none"> 1. £23,365 - Extension of the Project Support / Academic Liaison Role: Whilst the academic work gathers pace, the temporary project support officer role will continue to liaise with PIER, to ensure the robust and efficient delivery of Op Meteor as well as identifying crime reduction strategies. This role supports the LPSU team who currently have
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<p>Op Meteor - developing a comprehensive evidence based project (Property Marking Campaign) Continued</p>		<p>all areas of the community were reached.</p> <p>Early figures indicate that CPT officers' input into local media has seen a substantial increase to the webpage. In September there were 21 page views and to 9th October saw 961 page views. This is due to face to face interactions, Officers Social media input on Twitter and Facebook and directing members of the public to the website.</p> <p>PIER is currently reviewing the analytical data to quantify the reduction in burglary that has occurred as a result of the bid.</p>	<p>this data, persons receiving the UV pen responded to the survey (165 people) over those that received Immobilise (13 people).</p> <ul style="list-style-type: none"> • Responses in summary were positive, containing significant qualitative data. <p>A full review of this data is currently being completed.</p> <p>Op Meteor has underspent by £127,369.00. Chief Finance Officer (Debbie Martin) has been granted authority from the OPFCC to carry-forward any Op Meteor underspend from 2019/20 to 2020/21.</p> <p>It is perceived this underspend is a result of the following factors:</p> <ol style="list-style-type: none"> 1. Officers and Staff overtime uptake was minimal, due to an efficient deployment and triage strategy created by the Op Meteor group which facilitated the deployment to localised resourcing daily and a reluctance to undertake voluntary OT. 2. The tactical deployment window was expanded following requests from LPAs allowing OT spend to be managed down. There was Initially a greater reliance on OT due to time pressure to deliver the property marking phase. <p>The media strategy deployed incurred less costs through negotiation than initially estimated</p>	<p>Second hand dealers</p> <ul style="list-style-type: none"> • Media package • Building in Success Conference • Funding the Project Support / Academic Liaison Role. <p>A significant portion of the budget lies within the independent academic PIER evaluation. Work is currently on going, but completion will be delayed due to the current pandemic.</p>	<p>limited capacity and was agreed with Gold and OPFCC.</p> <ol style="list-style-type: none"> 2. £29,004 - Evolution of the current Op Meteor programme, focusing on Market Reduction strategies: The package including Multi Agency Days of Action utilising market disruption strategies, found within car boot sales and online markets. In order to reduce the financial gain for offenders, whilst minimising the value of stolen goods. 3. £75,000 - LPA's and other departments to bid for funding to support burglary reduction strategies: LPA commanders are invited to write indicative proposals to utilise this funding in order to support tactical strategies to reduce dwelling burglary in their area. Each LPA has nominated a single CMT lead to coordinate the work with LPSU.

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<p>IT – Research & Development Team</p> <p>Lead COG Officer: Mark Gillmartin</p> <p>Fiona Brown</p> <p>Agreed Strategic Board: 19/9/2020</p>	124,814	To fund a team to carry out the initial scoping process for new technology projects, which enable digital transformation shared 50/50 between Essex & Kent Police.	<ul style="list-style-type: none"> • Kent funding approved following Essex approval for these joint funded roles. • The posts have been created for the PPMO Pipeline Officer and the Technical Solutions Designer • Technical Solution Designer and PPMO Pipeline Officer adverts are ready to go out, awaiting business centre to publish • Business Analyst is due to go through the grading systems in both force this month 		
<p>Body Worn Video –</p> <p>Agreed Strategic Board 16/9/2020</p> <p>Decision sheet still to be submitted</p> <p>Lead COG Officer: ACC Prophet</p> <p>Jonathan Baldwin</p>	120,000	The on-going cost of the additional storage will be £120k per annum. As an alternative to submitting a growth budget bid for this recurring revenue requirement starting in 2020/21, the COG requested that, approval for 2020/21 OTR funding of £120k would be sought from the OPFCC, which was subsequently agreed.	Requirement for drawing down on the agreed OTR funding currently being reviewed, as plans developed to manage increase in storage indicate that the funding may not be necessary.	Not yet utilised and may not be required.	Not applicable