

## Performance and Resources Scrutiny Programme 2020

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

<b>Title of Report:</b>	<b>Operational Transformation Reserve (OTR) Monitoring Report</b>
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<b>Date of Approval:</b>	<b>05/11/2020</b>

### Executive Summary

#### 1. Purpose of report

- 1.1. Following from the previous monitoring report provided to the Performance & Resources Scrutiny Board on 23<sup>rd</sup> April 2020, this report gives a refreshed update to the OPFCC on progress, utilisation and benefits derived to date from previously agreed bids to the Operational Transformational Reserves (OTR). Summarised details against each bid, including key changes/updates, are provided within the Progress Section (4) of this report.
- 1.2. This report also provides confirmation of the Strategic Board approval of the previous recommendations made.
- 1.3. Details in this report were reviewed by the SCCB on 15<sup>th</sup> September 2020, updated by Ch Supt Anslow and Anna Hook, Head of Change: Programmes and Projects, and reviewed by COG on 4 November 2020.

## 2. Recommendations

- 2.1. Confirm closure of the following two bids, now considered by the bid lead, as complete. No further funding requests within these areas will now be required.
  - 2.1.1. Meet Promises from Staff Survey bid, as the conclusion of the scheme now has a final estimate for spend at a maximum of £99,117.57. There is however a potential for some 'niggles fund' transactions not being required and therefore up to £8,000 from the original bid not being utilised and subsequently returned to the OTR fund.
  - 2.1.2. Accelerating Delivery of the IT Programme bid, as all funding has been utilised and no further work is expected. The funding has supported the IT Portfolio with:
    - Technical design capacity for the delivery of the Forensic Quality Management system.
    - Technical design capacity for the Telematics/Tranman design.
    - Technical support to develop options for the IVR/SMS.
    - Technical design and project management for the Digital Interview Recording project.
- 2.2. Note the agreement by the 19<sup>th</sup> June 2020 Strategic Board of the two recommendations set out in the previous OTR Monitoring Report.  
(Strategic Board approval sheet action reference: 014/2020)
  - 2.2.1. Cancellation of the Predicting Domestic Abuse funding (£81,300).
  - 2.2.2. That the OTR funding which was agreed for 12 months covering part 2019/20 & 2020/21 for the FCR Digital Hub is increased by £164,000 from £275,000 to £439,000 to enable the hub to continue operating until March 2021. (A business case is being developed to consider and recommend options for continuing the FCR Digital Hub from 2021/22).
- 2.3. One new bid is currently being drafted on behalf of ACC Prophet to cover the remaining funds (£44,380). This will be submitted for approval in due course.
- 2.4. To approve a request to defer the draw down of remaining OTR funding to 2021/22. Subject to progressing some aspects of work, this will be a maximum of £240,561 for allocated funds (not including the £44,380 of unallocated funds).
  - 2.4.1. A number of bids will require carry forward with a proposal to draw down funding in 2021/22:
    - Op Meteor request to extend part of the funding into 2021/22 due to impact of Covid19 (£54,477).
    - IT R&D request remaining funding carried forward in order to honour 12 month contracts that commenced during 2020/21 (£66,084).
    - Body Worn Video additional storage request that the full funding is carried forward into 2021/22 as an assessment shows that funding will still be necessary as there are

still significant storage concerns. Develop You posts, at no additional cost, have been utilised during 2020/21 to develop the work (£120,000).

### **3. Summary**

- 3.1. Good progress has been made in utilisation of the funding provided through the Operational Transformation Reserve with £2.04m of the £2.7m investment having been spent/committed to date.

The benefits reported from each investment reflect a range of benefits and progress, with new and innovative approaches to service delivery being adopted through this investment. Where benefits have not been delivered as anticipated, essential learning has been identified.

- 3.2. Whilst full details of benefits realised can be found in Appendix 2 (Approved / Live bids) and Appendix 3 (Closed Bids), some key summary benefits have been outlined below:

- Digital Hub for FCR – areas such as fast provision of information to FCR staff supporting OSCAR 1 & 2 decision making capability and Gold/Silver seeing first hand images from the scenes. The team has also exercised their capability during a declared OP PLATO incident (London Bridge), trawling through 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. The team are also currently on average conducting 320 investigations a month. This is more than originally projected.
- Op Meteor – as outlined in the progress update this contributes to our prevention agenda, especially around dwelling burglary, with methods employed attributed to the resulting decrease in this area for the whole force in the 12 month comparison to March 2020, and the ongoing links this will have to the refresh of the crime Prevention Strategy.
- The, now closed, Body Worn Video initial funding set the path for the essential piece of equipment that this has become and contributes to a number of key areas including officer safety and improved outcomes as a result of footage being used in interviews.
- Growth in Financial Investigators (FI's) to support POCA strategy – an early project that allowed for an increase in establishment to assist in the continued removal of cash from criminality and investigations into the finances of high level criminals in Essex.

### **4. Progress on approved bids**

- 4.1. The Financial Analysis summary at Appendix 1 shows the actual spend of £964,272 for 2018/19 and £680,589 for 2019/20 (this is against a forecast stated within the previous report of £1,051,469 for 2019/20). A current spend of £399,119 for 2020/21; with a forecast spend of a further £371,079 for 2020/21.

- 4.2. Based on current approved bids there is £44,380 unallocated from the reserve (with a bid for this amount currently being developed as per point 2.3 above). Due to some delays through the COVID period, and some work requiring additional time, it is likely that a proportion of the forecast spend (outlined in 2.4 and Appendix 1) will need to be drawn down in 2021/22.
- 4.3. Progress on the OTR approved bids is detailed below with benefits information included within appendix 2 for ongoing work and appendix 3 for previously closed bids where funding has been spent.
- 4.4. The **FCR Digital Hub** had an approved funding from the OTR of £275,000. This funding was only sufficient to meet the costs of the hub until August 2020. Further funding of £164,000 was approved through the Strategic Board in June 2020, in order to meet the costs of the Digital Hub up till the end of 2020/21.

A business case is now being developed to consider and recommend options for continuing the FCR Digital Hub from 2021/22, as part of the 2021/22 budget setting process.

- 4.5. **Meet Promises from Staff Survey** - £100,000 – Due to COVID19 activity has slowed so it may take a little longer to complete all outstanding transactions, the final estimate for spend is a maximum of £99,117.57. This includes approximately £17,000 of transactions taking place since the previous report. There is a potential for some 'niggles fund' transactions not being required and therefore up to £8,000 from the original bid not being utilised and, prior to the end of 2020/21, if this is the case will be returned to the OTR fund. This bid is now considered as 'closed' as Continuous Improvement are no longer overseeing the fund although the spend will continue to be monitored.
- 4.6. **Convergence of Financial processes** - £57,000 – The consultant has now concluded their work and a final report has been produced with recommendations. Corporate Finance are now working with Business Services, IT and Kent Finance on the practicalities of taking the recommendations forward and a report is being drafted to present the next steps to COG.
- 4.7. **Accelerating delivery of the IT programme** - £117,000 – This funding was made available to support the delivery of the IT Portfolio during financial years 18/19 and 19/20. The full budget has now been spent. The funding provided:
  - Technical design capacity for the delivery of the Forensic Quality Management system, key to ensuring that the forces could continue to provide in house forensic services, avoiding significant costs for external forensic providers.
  - Technical design capacity for the Telematics/Tranman design supporting the forces' objectives to review and maximise the investment in force vehicles, improve driver behaviours and mitigate increasing insurance premiums.
  - Technical support to develop options for the IVR/SMS, this information was used to support the option to utilise the BT SMS solution to enhance the forces SMS

functionality for public and bulk force communications, this went live partially as part of the COVID-19 response and is feeding into the FCR platform review currently underway.

- Technical design and project management for the Digital Interview Recording project, which has led to approval of the stage 2 business case to replace the aging Digital Interview system in Essex Custody and ABE suites, with an up to date solution for custody, ABE, voluntary and mobile interviews. The project is progressing to plan and is expected to meet the deadline for end of support of the current solution at the end of January 2021.

4.8. It is requested that this bid is now considered as closed as all funding has been utilised and no further work is expected.

4.9. **Op Meteor** - £237,000 - developing a comprehensive evidence-based project for implementation (Property Marking Campaign). The initial project saw an underspend of £104,767. The Chief Finance Officer was granted authority from the PFCC to carry-forward the underspend from 2019/20 to 2020/21. Due to the underspend, several related crime reduction initiatives are being considered to spend the remainder of the Operation Meteor Budget. Progress has already been made in areas such as: (1) a focus on site assessments for burglary for repeat victims where we will be looking to understand what makes them vulnerable to this crime and how this might form advice and guidance to communities and local authority partners and drive interventions that seek to remove that vulnerability; (2) A further area of work targets the 'handling markets', specifically looking at the relationship that disrupting or removing these markets has on burglary; (3) 'Darker Nights' is an area of development whereby the focus on activity is to develop a different approach to repeat and near repeat victims of burglary. Tactical options will be drawn from the academic paper (due January 2021) which will shape future national and local delivery of burglary crime prevention initiatives. This tactical paper will be considered as best practice within the force and will pave the way within evidence-based crime prevention. That said, there has been some progress and a number of areas have been identified due for delivery in Q3 and Q4 of 2020/21, however, approval is sought to extend a portion of the funding (£54, 477) beyond 2021, this is due to impact of CV19. It is envisaged that Op Meteor will continue to address this burglary crime type and provide Essex Police with the opportunity to influence burglary crime prevention post CV19. Therefore, the Op Meteor team request an extension to draw down funding into 2021/2022.

Full details of the Op Meteor achievements made to date, and information regarding potential future initiatives, are detailed within the Benefits Update table (Appendix 2).

4.10. **IT R&D** - £124,000 – This funding was made available to create a small virtual team to manage the process of new 'in year' IT solutions. The PMO 'Pipeline Analyst' was recruited in April 2020, but has recently moved to another role, this position is now out for recruitment again and in the interim the role, in part, is being covered by another part-time team member increasing her hours. The Technical Design post was filled from within ITS in June 2020 and the Business Analyst post was successfully recruited to in April, but the candidate later withdrew, there were no other suitable candidates through

that process, that post has been re-advertised externally and through an agency and short listing is underway.

- 4.11. The difficulties with recruitment have meant that the team has not yet all been in place to be able to identify the collective benefits, however both the posts that have been in place have proven their worth significantly. The Pipeline Analyst has been effective in managing the idea validation process from coordinating the review of the initial idea to the coordination/creation of proposals and reports for consideration by key stakeholder departments (ITS, InfoSec, Procurement, Finance), working with Strategic Change to identify the benefits and relative prioritisation of proposals, organising the Technical Prioritisation Meetings and ensuring papers were ready for the DCC's Digital Transformation Oversight board, all activity which is ensuring that limited resource and investment funding is targeted to the initiatives that provide most benefit to Essex Police.
- 4.12. The additional capacity within ITS allows the team to review new solution ideas, to advise on approach (which has seen some ideas move straight into the IT business as usual process), and technical alignment, working on initiatives such as ecda (design now complete), Cyclops (a Kent delivery but key to Essex's strategic plans), Taser Tracking and room booking. Due to the delays in recruitment the funding will not all be spent within 2020/21, it is requested that remaining funding is made available to draw down in 2021/22 (£66,084) to honour 12 month contracts that started/start within 2020/21.
- 4.13. **Body Worn Video additional storage** - £120,000. Funding was agreed at the September 2019 Strategic Board to manage the increase in storage. This has been continuously reviewed, and an assessment shows that funding will still be necessary as there are still significant storage concerns. ACC Nolan is aware and has stated that the changing landscape around DAMS and storage solutions will require assessment and ongoing work – a refocus has been undertaken around front-end training, professionalism and evidential management with officers when using evidence.com. Support of 3 Develop You posts for up to 6 months has been sought in order to develop this work. There will be an ongoing requirement to sustain training and engagement beyond April 2021. It is requested that the £120,000 is drawn down in 2021/22.
- 4.14. The following bids are now considered 'closed' with no further OTR funding required:
- Body Worn Video – initial funding in 2018/19;
  - Learning Management System;
  - Contact Management Change Programme;
  - Growth in Financial Investigators to support POCA strategy;
  - Use of YouGov to support our programme of work to improve public confidence;
  - Enhancing all weather UAV's (Drones);
  - Safe as Houses – Visiting victims of fraud;
  - Predicting Domestic Abuse;
  - The Missing Person Analysis tool.

## 5. Bids & Approval Process

5.1. At this time no further OTR bidding round is proposed although a proposal by ACC Prophet for the remaining £44,380 is being prepared.

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;
- 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.

6.2. To confirm the ‘closure’ of the (i) Meet Promises from Staff Survey and (ii) Accelerating delivery of the IT programme bids.



- 6.3. To note the agreement by the Strategic Board in June 2020 of the two recommendations in the previous OTR Monitoring Report.
- 6.4. To note that one additional bid for the outstanding balance of funds will be submitted.
- 6.5. To approve a request to allow draw down of remaining OTR funding to 2021/22,

## **7. Appendices**

- Appendix 1 Existing Approved Bids – Financial Analysis
- Appendix 2 Approved Bids – Benefits Analysis
- Appendix 3 Closed Bids – no further funding required



APPENDIX 1 - Existing Approved Bids – Financial Analysis

Updated for Mth 6 2020/21		OTR 2018/19 - 2020/21							
Ref:		2018/19	2019/20	2020/21	2020/21	2021/22	TOTAL	Approved	Profiling Comments
		TOTAL REVENUE SPENT	TOTAL REVENUE SPENT	REVENUE COMMITTED / SPENT	REVENUE REQUIRED - ONE OFF	REVENUE REQUIRED - ONE OFF	REVENUE		
		ACTUAL SPENT IN 2018/19	ACTUAL SPENT IN 2019/20	ALLOCATED TO RESERVE 317027/660001	FORECAST REMAINING 2020/21	DRAWDOWN REQUESTED 2021/22	TOTAL		
		£	£	£	£	£	£		
1	Body Worn Video - Original	645,000		0	0	0	645,000	Strategic Board - 22nd March 18	Implementation all 2018/19
2	Learning Management System (LMS)	9,850		22,000	(9,850)	0	22,000	Strategic Board - 22nd March 18	Tablets purchased in 18/19, laptops c/f 19/20. £10,900 to required? Check with IT
3	Contact Management Change Programme	121,747	66,253	0	0	0	188,000	P&R 28th June 2018	project team - went live Sept 2018, £188k figure profiled in 2018/19 based on vacancy projections etc. in business case
4	Growth in FI's to support POCA strategy	0	70,079	0	0	0	70,079	P&R 30th August 2018	This is the funding of three financial investigator posts. COG 31.07.19 What can we give up - DW ?- Reduction in OTR drawdown has been re-calculated, only £78k required. Was £251,947 - Updated 09/01/20 to £70,079
5	Digital Hub for FCR - Option 1	0	146,594	154,870	136,963	0	438,427	P&R 30th August 2018	There may be further spend in 2020/21, depending whether vacant posts are recruited to. Otherwise, a request to carry forward the £136,963 will be made
6	Use of YouGov to support our programme of work to improve public confidence	18,000	0	0	0	0	18,000	P&R 30th August 2018	purchase of licence
7	Enhancing all weather UAV's ( Drones)	21,000	0	0	0	0	21,000	P&R 30th August 2018	one off purchase
8	Safe as Houses - Visiting victims of fraud	7,500	0	0	0	0	7,500	P&R 30th August 2018	payment to delivery partner - assumed 2018/19
9	Meet Promises from Staff Survey	13,125	42,134	0	44,741	0	100,000	P&R 30th August 2018	assume use of fund split over both years 50%
10	Op Meteor - developing a comprehensive evidence based project for implementation (Smart Water Campaign)	12,506	76,271	93,546	0	54,477	236,800	P&R 30th August 2018	Updated by DS on 17/09/20. Project has extended into 2020/21; a new approach is under review and a request to extend the funding into 2021/22 will be made (if the current plans are agreed, circa £50k is likely to remain at end of 2020/21)
11	Shared appointments with ECC & EU. Head of Analysis - £8,500	0	0	0	0	0	0	P&R 30th August 2018	COG 31/07/19 - Advised part of ECDA - Can give up £8500
12	Convergence of Financial processes for Essex & Kent ( including review with Fire)	10,431	43,371	3,198	0	0	57,000	P&R 30th August 2018	Left in Jan 19 - Spend to resume in July 2019
13	Accelerating delivery of the IT programme - Technical design	45,113	71,887	0	0	0	117,000	P&R 30th August 2018	
14	Predicting Domestic Abuse		0	0	0	0	0	P&R 30th August 2018	Was £81,000 - Removed
15	Fusion NG OPFCC - missing person investigations in Thurrock	60,000	0	0	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	0	164,000	66,775	199,225	0	430,000		
17	IT - Research and Development Team	0	0	58,730	0	66,084	124,814	Approved COG - 31st July 2019/ P&R September 2019	COG Supported bid for 2020/21 costs to be met from OTR, 19/20 costs (£31,204) to be met from 19/20 staff underspend.
18	Learning and Development, Interview Facility Improvement	0	0	0	0	0	0	Approved COG - 31st July 2019/ P&R September 2019	Patrick Duffey has confirmed works can be met from £100k 19/20 growth for College Classrooms increase inked to Precept growth - bid withdrawn. £25k
19	Body Worn Video Storage	0	0	0	0	120,000	120,000	Approved COG - 31st July 2019/ P&R September 2019	Requested to carry forward funding into 2021/22.
20		964,272	680,589	399,119	371,079	240,561	2,655,620		
		18/19	19/20	RESERVE		20/21	21/22		
21	TOTAL REQUIRED	964,272	1,644,861	2,043,980	2,415,059	2,655,620			
22	Operational Transformation Reserve	2,700,000	2,700,000	2,700,000	2,700,000	2,700,000			
23	Balance	1,735,728	1,055,139	656,020	284,941	44,381			

**APPENDIX 2 – Operational Transformational Reserves Bids – Benefits Update (August 2020 – updates are highlighted)**

Bids shaded in purple are proposed to move to Closed. All other bid and activity are live.

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><b>Digital Hub for FCR – Option 1</b></p> <p>Lead COG Officer: ACC Prophet</p> <p>(Jim Wiseman)</p>	<p><b>Increased to £439k</b></p>	<p>The team was launched on 4<sup>th</sup> 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"> <li>• OSCAR 1 &amp; 2’s decision making capability.</li> <li>• Gold / Silver seeing first hand images from the scene.</li> <li>• Resolution Centre – Case Investigators having access to advice and guidance.</li> <li>• Support to OSG and FSU ops.</li> <li>• Support to LPA resource in initial investigation stages - LPT and CID.</li> </ul>	<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>LIVE CHAT function has been in place since 20 April 2020.</p> <p>The pilot is due to conclude on 30<sup>th</sup> 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><b>To date &gt;4900 Live Chats have been conducted</b></p> <p><b>Due to COVID19, resources have been temporarily redirected to other roles within the command.</b></p>

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>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.</p> <p>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>Staff are currently using GB Connexus and Snagit.</p> <p>Staffing; 5x PSE and 1x Supervisor funding staffing between 0700-2330 - 7 days a week. Not including Bank Holidays. A 6<sup>th</sup> staff member joined the team at the end of January 2020.</p> <p><b>Further funding of £164k agreed to enable hub to continue to March 2021</b></p>	

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>LIVE CHAT - Live chat (Comm 100) has been live since April 2020 where we have seen a steady increase in chats. Partially staffed by some of the DOT staff and some FCR staff, all working from home and has led to in excess of 4900 chats to date.</p>		

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><b>Meet Promises from Staff Survey</b></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.</p> <p>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 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.</p> <p>Stage 2 initiatives being funded since the previous update include the following, utilising the remaining £17,000:</p> <ul style="list-style-type: none"> <li>Lockers &amp; Office Painting;</li> <li>Headsets for QoS Team;</li> <li>New shower/changing facilities;</li> <li>New kitchens;</li> <li>Clean carpets;</li> <li>New car washing facilities;</li> <li>BWV vehicle brackets;</li> <li>Hand driers in toilets</li> </ul> <p>The conclusion of the scheme now has a final estimate for spend at a maximum of £99,117.57. There is however</p>

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				<b>Recommended that this bid is 'Proposed Closed'</b>	a potential for some 'niggles fund' transactions not being required and therefore up to £8,000 from the original bid not being utilised and subsequently returned to the OTR fund.

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?
<b>Convergence of Financial processes for Essex &amp; Kent (including review with Fire)</b>  Lead COG Officer: Debbie Martin	57,000	The desired outcomes are 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	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.  The consultant has concluded their work and a final report has been produced with recommendations. Corporate Finance are working with Business Services, IT and the Kent Finance on the practicalities of taking	Project Manager.  The consultant has concluded their work and a final report has been produced. Corporate Finance are in the process of drafting a report	To be determined following consideration of the report.

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		6) Similar approach to the format of statutory tables within the Statement of Accounts	the recommendations forward and a report is being drafted to present the next steps to COG.	to COG for the next steps.	

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?
<b>Accelerating delivery of the IT programme – Technical design</b>  Lead COG officer: Mark Gilmartin  (Fiona Brown)	117,000	Work to date has included <ul style="list-style-type: none"> <li>• Technical Design work for Forensic QMS – which is now live</li> <li>• Technical Design for the Telematics/Tranman interface – which is due to go live by April '20</li> <li>• 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)</li> <li>• Technical Design support and Project Management for the initial procurement stage for the Digital</li> </ul>	The full funding has been spent and has delivered: <ul style="list-style-type: none"> <li>• Technical design capacity for the delivery of the Forensic Quality Management system.</li> <li>• Technical design capacity for the Telematics/Tranman design.</li> <li>• Technical support to develop options for the IVR/SMS.</li> <li>• Technical design and project management for the Digital Interview Recording project.</li> </ul>	Business Analysis and technical design support for the digital transformation initiatives.  A delivery partner framework with Aphari is in place.	The funding has now fully been used to progress a number of projects, for which capacity would not have been available. No further funding or work is expected.



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		<p>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.</p> <ul style="list-style-type: none"> <li>• Technical design support to the Analytics for Everyone project</li> <li>• Coordination of system audit activities for the ACU (Active Community Unit) system.</li> </ul>		<p>Recommended that this bid is 'Proposed Closed'</p>	

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><b>Op Meteor - developing a comprehensive evidence-based project (Property Marking Campaign)</b></p> <p>Lead COG Officer: ACC Rachel Nolan</p> <p>(Heather Gurden)</p>	<p>236,800</p>	<p>Operation Meteor has been successful in achieving its short-term objectives;</p> <ol style="list-style-type: none"> <li><b>Uptake of products among participants:</b> Achievement of an excellent take-up rate of 78.7%.</li> <li><b>Reaching uptake targets:</b> Of the total 6,584 households in the test area, 6,135 were visited by Essex Police (93.2%); 3,034 products distributed (with a target of 4,000 products; 75.9%); stickers applied to 1,455 applicable households (48%).</li> <li><b>Effective use of products among survey participants:</b> The results of the survey suggest the majority of respondents are using their product and finding it easy to use.</li> </ol> <p>This has resulted in Essex Police recording a reduction in dwelling burglary for the whole force by <b>13.4%</b> during March 2020 in comparison to the same month in the previous year. There were some reductions in levels prior to deployment but these may have also been affected by previous Operation Meteor phases. Full assessment of the</p>	<p>The deployment commenced between <b>Monday 23<sup>rd</sup> September</b> and concluded <b>Friday 1<sup>st</sup> November</b>. <b>3,034</b> out of the sample size of 4,000 property marking kits were deployed across the county with approximately:</p> <ul style="list-style-type: none"> <li><b>6,135 properties called upon during the deployment window</b></li> <li><b>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</b></li> <li><b>412 households took part in the online survey</b></li> <li><b>Overwhelmingly, for all products, respondents were fairly or very satisfied with their encounter with Essex Police (93.4%)</b></li> </ul> <p>800 kits were equally distributed between two separate locations and in order to sustain the academic rigor with a 1 in 7 saturation level required. The below illustrates how the products fared in line with the aim:</p> <table border="1" data-bbox="936 1158 1458 1347"> <thead> <tr> <th>Locations</th> <th>Product</th> <th>Products Delivered</th> <th>Achieved Saturation</th> </tr> </thead> <tbody> <tr> <td>Basilston &amp; Colchester</td> <td>Smart Water</td> <td>686 units</td> <td>Yes</td> </tr> <tr> <td>Billericay &amp; Buckhurst Hill</td> <td>CRE</td> <td>732 units</td> <td>Yes</td> </tr> </tbody> </table>	Locations	Product	Products Delivered	Achieved Saturation	Basilston & Colchester	Smart Water	686 units	Yes	Billericay & Buckhurst Hill	CRE	732 units	Yes	<p>To facilitate the bid, the following elements have been funded:</p> <ul style="list-style-type: none"> <li>Funding the Project Support / Academic Liaison Role</li> <li>Independent academic review of Op Meteor, conducted by Policing Institute for Eastern Region c/o Anglia Ruskin University</li> <li>Purchasing of property marking products and supplementary accessories and stationery</li> <li>UV torches for all CPT, CID and LPT officers</li> <li>Suitable training facilities and</li> </ul>	<p>Tactical options will be drawn from the academic paper (due January 2021) which will shape future national and local delivery of burglary crime prevention initiatives. This tactical paper will be considered as best practice within the force and will pave the way within evidence-based crime prevention.</p> <p>The initial project has seen an <b>underspend of £104,767</b>. 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><b>£50,048</b> of this funding is earmarked for activity in Q3 &amp; Q4 2020/21, specifically</p> <ul style="list-style-type: none"> <li>Burglary repeat/near-repeat victim Hotspot Initiative</li> </ul>
Locations	Product	Products Delivered	Achieved Saturation														
Basilston & Colchester	Smart Water	686 units	Yes														
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		<p>reduction in the specific areas in this project will be addressed within the final academic paper.</p> <p><i>It should be noted that the Covid19 Lockdown commenced during March 2020, and therefore a direct comparison may not be fully representative of the work carried out under Op Meteor. The full assessment will cover a wider period and provide a more accurate result.</i></p> <p><u>Findings and engagement – Strategic Benefit</u></p> <p>As part of the data collection method for Op Meteor, PIER (Policing Institute for Eastern Region c/o Anglia Ruskin University) delivered a survey asking for participants opinions around the experience of the property marking product and the perception of dwelling burglary.</p> <p>PIER sent out the first survey to participants mid December 2019 and found the following:</p> <ul style="list-style-type: none"> <li>• 412 households took part in the online survey (response rate of</li> </ul>	<table border="1" data-bbox="936 448 1458 635"> <tr> <td><i>Canvey &amp; Tilbury</i></td> <td>Selecta DNA</td> <td>612 units</td> <td>Yes</td> </tr> <tr> <td><i>Clacton &amp; St Osyth</i></td> <td>Immobilise</td> <td>263 units</td> <td>No</td> </tr> <tr> <td><i>Southend &amp; Stanford le Hope</i></td> <td>UV pen</td> <td>741 units</td> <td>Yes</td> </tr> </table> <p>Additionally, the bid has exceeded expectation within the following areas:</p> <ul style="list-style-type: none"> <li>• Essex Police recorded a reduction in dwelling burglary for the whole force by 13.4% in March 2020 in comparison to the same month in the previous year.</li> <li>• Further analysis will reveal qualitative influencing factors which may include mistrust of internet-based products and a lack of brand awareness.</li> <li>• Pre-CV19, public ‘pop up’ opportunities were embraced by CPT, with the aim of education and engagement around crime prevention. This was halted due to CV19, minimising engagement with the public.</li> <li>• CSP partners have played a significant part in the delivery process and supported the wider concepts through various media strands. Delivering findings, updates and future initiatives are provided to the CSP managers through their meetings.</li> <li>• Officer conducted targeted second-hand dealers’ visits to educate and inform. These proved valuable</li> </ul>	<i>Canvey &amp; Tilbury</i>	Selecta DNA	612 units	Yes	<i>Clacton &amp; St Osyth</i>	Immobilise	263 units	No	<i>Southend &amp; Stanford le Hope</i>	UV pen	741 units	Yes	<p>guidance packs for the officers briefing in September 2019</p> <ul style="list-style-type: none"> <li>• Overtime for Officers and the working group where required</li> <li>• Production of the necessary legal documents, such as data sharing requirements and necessary signage</li> <li>• Supplementary Custody materials such as signs, printing and torches for all suites.</li> <li>• Printed material for Second-hand dealers which replicates the information delivered with custody.</li> </ul>	<ul style="list-style-type: none"> <li>• Environmental surveying of vulnerable premises</li> <li>• ‘Darker Nights’ Media Campaign</li> <li>• Analytical Support</li> <li>• Overtime budgets</li> <li>• Attendance at the National Problem-Solving Conference</li> </ul> <p><b>Approval is sought to extend the remaining £54,477 of this underspend into 2021/22 in support of the refreshed Essex Crime Prevention Strategy (house burglary strand).</b></p> <p>The following initiatives are proposed for Op Metro in 21/22:</p> <p><b>1. Academic Liaison / Project Support Officer role (two days a week for a year) -</b></p>
<i>Canvey &amp; Tilbury</i>	Selecta DNA	612 units	Yes														
<i>Clacton &amp; St Osyth</i>	Immobilise	263 units	No														
<i>Southend &amp; Stanford le Hope</i>	UV pen	741 units	Yes														

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		<p>20.4%) This response rate is almost double that of similar based property marking studies as per a literature review.</p> <ul style="list-style-type: none"> <li>On the day of delivery, the majority of respondents had the product they were given explained to them (97.3%), demonstrated how to use on an item of their property (69.5%) and registered (74.6%).</li> <li>Half of respondents (57.4%) had stickers applied to their house. However, 20% of respondents did not want stickers applied to their house and 22.3% stated they were not offered stickers.</li> <li>Overwhelmingly, for all products, respondents were fairly or very satisfied with their encounter with Essex Police (93.4%).</li> <li>Since the visit from Essex Police, most respondents had used their product again, found the product very or fairly easy to use and were very or fairly likely to use the product again.</li> </ul>	<p>and aligned with the messages provided in custody. Post CV19, it is anticipated that these will resume and become a standard working practice.</p> <ul style="list-style-type: none"> <li>256 officers received continued professional development training in property marking and guidance on delivery.</li> <li>The survey indicates that most respondents have continued to use the product they were given on additional items in their home. The product that had been used most was Smart Water, with 86.2% of respondents reporting use on additional items, followed by Selecta DNA (72.7%). Under half of respondents who received Immobilise had used it again (46.2%; 7 responses).</li> <li>The survey indicates how likely respondents were to use their product again, with most responses stating they were fairly or very likely to use it again. There was a slightly more favourable response to Smart Water (90.6%) and Selecta DNA (91.9%) for this question.</li> </ul> <p>The Information Sharing Agreement with PIER to support the academic assessment was used as an example of Force good practise during the Information Commissioners Office inspection. It received positive feedback. The example of a withdrawn permission for participation was also provided to demonstrate active and appropriate protection of personal details in</p>	<ul style="list-style-type: none"> <li>An enhanced Social Media package</li> <li>Delivery of the 'Building in Success Conference' (October 2019)</li> </ul> <p>A significant portion of the budget lies within the independent academic PIER evaluation. Regarding the project timeline PIER have released the interim report and have distributed the second online survey; now work is focused on the analysis of the burglary data and constructing the final report. It is</p>	<p><b>Estimated total cost of ± £25,377</b></p> <p>The Academic Liaison / Project Support Officer (a PSE Post Graduate Researcher and PhD student with PIER) was embedded within the operation working group in 2019. The role is essential in order to facilitate the following, (not limited to):</p> <ul style="list-style-type: none"> <li>Liaison with academic partners at ARU throughout the development of the theoretical report.</li> <li>Conversion of the ARU theoretical report into a tactical options paper that will ensure academic findings can be turned into evidence-based operational activity.</li> <li>Liaison with the College of Policing to inform best practice nationally.</li> <li>Critical analysis and evaluation of burglary prevention activity (Cocooning, Market</li> </ul>

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		<ul style="list-style-type: none"> <li>The majority of respondents had not heard about the Essex Police burglary prevention campaign (n=304; 73.8%).</li> <li>Findings indicate that the initial media engagement did not reflect the majority of the survey responses who did not identify with the campaign. This evidence will be used to shape further media campaigns.</li> </ul> <p>This information will inform the academic review of Op Meteor and will shape evidence based tactical solutions to target dwelling burglary. Further details around the survey and its findings can be found in Appendix D: Household Online Survey of the PIER interim report.</p> <p>A second wave of survey has been delivered as per the research methodology; this has achieved a significant return rate of 282 responses. Analysis of which will further inform tactical solutions.</p> <p>Anglia Ruskin University (ARU) have completed a number of interviews with</p>	<p>accordance with legislation. (Provision of specific detail not received from inspection participants)</p>	<p>anticipated that the final report will be published December 2020 / January 2021.</p> <p>The final report will include the following:</p> <ul style="list-style-type: none"> <li>Impact of Operation Meteor on burglary rate in test areas (analysis of crime data)</li> <li>Results from the second household survey</li> <li>Further analysis of the first household survey: 1. Sub-group analysis (e.g. any differences in responses within</li> </ul>	<p>disruption and Repeat Victimization) against an OSARA problem solving framework. The evaluation of findings will be shared with the working group in order to provide tactical solutions for the force, based on best evidence and a problem-solving methodology.</p> <ul style="list-style-type: none"> <li>Support functionality: Assisting the working group with the production of training packages and materials to support environmental audits; overseeing logistical planning by liaising with RMU and SPOC's.</li> </ul> <p>N.B. The above activities and required expertise are not available within the current established roles in LPSU. Investment into 21/22 will ensure the problem-solving ethos and evidence-based practice of Op Meteor continues.</p>

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		<p>staff who delivered Op Meteor, this will provide a rich triangulation of data to inform best practice to shape further burglary initiatives and inform an improved performance framework. PIER continue / ongoing are currently reviewing the analytical data to quantify the reduction in burglary that has occurred as a result of the bid.</p> <p><u>Impact on practices</u> Since the inception of Op Meteor, offender UV searches have been embedded within custody culture. Evidence suggests that offenders are growing wary of UV searches, in turn creating awareness of crime prevention within the offender community. These searches are now business as usual within custody.</p> <p><u>Crime Prevention Strategy</u> The project has shaped the following burglary crime prevention advice:</p> <ul style="list-style-type: none"> <li>Findings from the Interim Report reveal that certain property products are more widely accepted by the</li> </ul>		<p>sub-groups, such between different products)</p> <p>2. Qualitative free-text responses (satisfaction with encounter with Essex Police and how property marking or recording influenced feeling secure at home)</p> <ul style="list-style-type: none"> <li>Results of interviews with Essex Police staff about Operation Meteor implementation</li> <li>Discussion of evaluation findings</li> </ul> <p>The Op Meteor working group will then be responsible for converting the academic paper</p>	<p><b>2. Market Reduction / Partner Engagement Strategy - Estimated total cost of £15,000</b></p> <p>The refreshed house burglary reduction strategy includes objectives to identify and disrupt stolen property markets. Op Meteor will apply a research and problem-solving approach to sought to understanding and tackling these markets, naturally following on from property marking initiatives. A literature review suggests that markets for stolen goods have considerable influence upon decisions to begin and continue to burgle property, (Sutton 1998). Funding will allow investment in research with offenders, online, at boot sales and second-hand retail outlets to understand current markets for stolen property; to develop and introduce</p>

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		<p>public and easily adopted. This analysis will be used to inform evidence-based practice.</p> <ul style="list-style-type: none"> <li>Findings from the report have already shaped internal crime prevention training (i.e. CSEO role).</li> <li>The public are willing to place stickers on doors (57.4% of the take up). This is not only preventative but illustrates positive public engagement.</li> <li>93.4% of participants were fairly or very satisfied with their encounter with Essex Police and engaged in crime prevention measures.</li> </ul>		<p>into a tactical package that will be deemed as best practice.</p> <p><b>Op Meteor has underspent by £104,767.</b></p> <p>It is perceived this underspend could be a result of the following potential factors:</p> <ul style="list-style-type: none"> <li>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.</li> </ul>	<p>market reduction tactics to disrupt the markets identified and then to evaluate the effectiveness of that activity with a view to developing future best-practice and a sustainable mechanism for burglary reduction.</p> <p>Whilst this work will not be subject to an independent PIER evaluation; a similarly vigorous approach will be used by the Academic Liaison / Project Support Officer in order to provide a reliable evidence-base.</p> <p><b>3.Working Group Overtime - Estimated total cost of £3,000</b></p> <p>Further to the overtime budget within the current financial year, an additional sum has been allocated for 2021-2022 to supplement project aims. It is anticipated that this will be used to</p>



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				<ul style="list-style-type: none"> <li>• The deployment window expanded allowing extra resourcing to be allocated.</li> <li>• The media strategy deployed incurred minimal costs with no additional content created.</li> </ul> <p>The funding carried forward from 2019/20 to 20/21 was initially earmarked for academic liaison, stolen property market reduction and local policing problem solving. CV19 caused significant disruption to the</p>	<p>provide the required time to, (not limited to):</p> <ul style="list-style-type: none"> <li>•Devise the necessary strategies, briefing and training required to support the Market Reduction Strategies.</li> <li>•Apply Problem Solving theories to ongoing work.</li> <li>•Devise tactical options and shape crime prevention measures.</li> </ul> <p><b>4.Analytical Support - Estimated total cost of £5,000</b> To support ongoing strategies, the analyst will be required to ensure consistency of data standards and efficiently meet the project aims against short deadlines.</p> <p><b>5.Media Campaign - Estimated total cost of £4,000</b></p>

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				<p>stolen property markets that were the subject of the planned activity (boot sales, retail outlets) and caused delays in ARU’s progress in completing the academic papers. Furthermore, the impact of CV19 on the number of residential burglaries and other restrictions from lockdown delayed the planned local problem solving initiatives.</p> <p><b>Further Roll Out</b></p>	<p>To support the market reduction strategy and to deliver burglary reduction advice, a targeted media campaign is required. This will be subject to a full media delivery plan.</p> <p><b>6. Attendance at the Problem-Solving Conference - Estimated total cost of ±£1040</b></p> <p>Funding for 2 places at the National Problem-Solving Conference so that the learning can be applied to the next phase of Op Meteor.</p> <p>These options are pending ratification by Chief Officer Group.</p>

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><b>IT – Research &amp; Development Team</b></p> <p>Lead COG Officer: Mark Gilmartin</p> <p>(Fiona Brown)</p> <p>Agreed Strategic Board: 16/9/2019</p>	<p>124,814</p>	<p>To fund a team to carry out the initial scoping process for new technology projects, which enable digital transformation shared 50/50 between Essex &amp; Kent Police.</p>	<ul style="list-style-type: none"> <li>• Kent funding approved following Essex approval for these joint funded roles.</li> <li>• The posts have been created for the PPMO Pipeline Officer and the Technical Solutions Designer</li> <li>• The PPMO role was recruited to in April 2020, but the individual has subsequently changed roles. The role is currently being re-advertised. The Business Analyst role was offered to a candidate who subsequently withdrew from the process. This role has also been re-advertised.</li> <li>• The Technical Design role was filled from within ITS in June 2020.</li> <li>• Some work was conducted by the Pipeline Analyst prior to changing roles, and other work across the roles has been covered by other members of ITS (in the short term).</li> </ul> <p>Both the posts that have been in place have proven their worth significantly. The Pipeline Analyst has been effective in managing the idea validation process from coordinating the review of the initial idea to the coordination/creation of proposals and reports for consideration by key stakeholder departments. The</p>	<p><b>Funding has been fully spent on 3 key roles within ITS:</b></p> <ul style="list-style-type: none"> <li>• <b>PMO Pipeline Analyst</b></li> <li>• <b>Technical Solutions Designer</b></li> <li>• <b>Business Analyst</b></li> </ul>	<p><b>Due to the delays in recruitment the funding will not all be spent within 2020/21, it is requested that remaining funding is made available in 2021/22 to honour 12 month contracts that started/start within 2020/21.</b></p>

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?
			Technical Designed has provided the additional capacity within ITS to review new solution ideas, to advise on approach (which has seen some ideas move straight into the IT business as usual process), and technical alignment.		

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><b>Body Worn Video – (Ongoing Storage)</b></p> <p>Lead COG Officer: ACC Prophet</p> <p>(Jonathan Baldwin)</p> <p>Agreed Strategic Board 16/9/2019</p> <p>Decision sheet still to be submitted</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.	<p>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.</p> <p>Funding may still be necessary as there are still significant storage concerns</p> <p>ACC Nolan is aware and has stated that the changing landscape around DAMS and storage solutions will require assessment and ongoing work.</p> <p>The work to date has demonstrated that we could delete 75% of the material that we retain under the proof of concept trial. Further it is clear that the assets</p>	<b>It is being requested to carry forward this funding to 2021/22.</b>	

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			<p>required to effectively triage sufficient data to make a difference would be far greater than the funding allows – so a refocus has been undertaken around front-end training, professionalism and evidential management with officers when using evidence.com. Adverts have been placed to support x3 develop you posts for up to 6 months to develop this work. There will be an ongoing requirement to sustain training and engagement beyond April 2021 which is why I would be keen to ensure a continuation of the funding.</p>		

**APPENDIX 3 – Operational Transformational Reserves Bids – Closed Bids (August 2020)**

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><b>Body Worn Video – initial funding in 2018/19</b></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 everyday 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&amp;R Scrutiny Board on the 20<sup>th</sup> Dec 2019.</p>	<p>Funding fully utilised in 2018/19.</p> <p><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></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><b>Learning Management System</b></p> <p>Lead COG Officer: Richard Leicester  (Matt Newton)</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</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</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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Agreed Strategic Board 21/6/2018		college providing an agile approach to learning.	<p>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 Wi-Fi using mobile devices to connect to the Essex Police network".</p>	<b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b>	

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<p><b>Contact Management Change Programme</b></p> <p>Agreed:-P&amp;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, workflow 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"> <li>- 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.</li> <li>- 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.</li> <li>- Training for Resolution Centre staff has begun on their built-in training days enabling ongoing training and CPD in the command.</li> <li>- 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.</li> </ul>	<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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></p>	<p>The Resolution Centre went live on the 2nd December 2019. Focus now on embedding new structure, processes and stabilising performance.</p>

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<p><b>Growth in FI's to support POCA strategy</b>  (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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></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><b>Use of YouGov to support our programme of work to improve public confidence</b></p> <p>Lead COG Officer: Dr. Harrington</p> <p>(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.</p> <p>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</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>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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></p>	

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<p><b>Enhancing all weather UAV's (Drones)</b></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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></p>	<p>Yes - Equipment will be further utilised as we upskill more officers in its use and operation</p>

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<p><b>Safe as Houses – Visiting victims of fraud</b></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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></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><b>Predicting Domestic Abuse</b></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> Kent have identified Deloitte to develop the IT resource required to use the predictive algorithm to create a risk assessment of the Offender. Deloitte 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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></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>

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<p><b>The Missing Person Analysis tool –</b>  Lead COG Officer: ACC Tim Smith  (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 Geospatial) 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><b>THIS BID IS NOW CONSIDERED AS 'CLOSED'</b></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 D/Supt Hammet (Investigations) and D/Supt Judge (PPU) to develop use cases and POC trials within their specific business areas for Missing Persons and high Risk RSO's</p>