



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST:

To agree to submit a number of bids from the Police Innovation Fund

Title:

Police Innovation Fund

Executive Summary:

For 2013/14 the Home Office has established a Police Innovation Fund worth £50 million, funded through a top-slice from the Police Main Grant, which builds on the recently announced £20 million Precursor Fund for 2013/14.

The Police Innovation Fund provides Police and Crime Commissioners with the opportunity to submit bids on initiatives that will promote collaboration, including with other forces, emergency services, criminal justice agencies and local government, and improve their use of digital working and technology in order to deliver sustainable improvements and efficiencies in the way their police force operates in future.

Decision:

To submit a number of bids to the Police Innovation Fund.

Implications:

Has consideration been taken of the following:

	Yes	No	
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

(If yes please provide further details below)

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

If successful the PCC will receive a grant from the Innovation Fund to support this bid and therefore there are no adverse financial implications from making the bid

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

Equality and Diversity Implications

Human Rights Implications

Sustainability Implications

Risk Management Implications

OFFICER APPROVAL

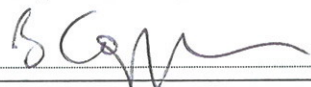
Chief Executive

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed:  Date: 6/12

Police and Crime Commissioner:

The above request HAS ~~DOES NOT HAVE~~ my approval.

Signed:  Date: 6/12/13

Section 1 – About the activity or project

1.1 – Summary

Neighbourhood Sustainability

Though looking after the interests of a neighbourhood or community is many faceted, registered (social or affordable) housing providers are well placed to take a leading role in neighbourhood sustainability and coordination because of the relatively long term and interactive nature of the relationship between them and their customers. Erimus Housing, Tristar Housing, Housing Hartlepool and Tees Valley Housing, soon to become known as Thirteen following the merger of Fabrick and Vela Housing Groups in April 2014 will have a combined property portfolio of over 31,000 units. They can be an effective link between residents and partner agencies on service delivery across Teesside. They will also have the benefit of a Care and Support provider in the new Group under the banner of Norcare. This will allow them to actively monitor the appearance and upkeep of neighbourhoods and the quality of life therein which our pilot research studies have shown to be so important to the people living there. Fundamentally the customer relationship that registered providers go to great lengths to develop and maintain make them ideally placed to get the resident and service user buy-in which is vital if resources invested by them and partner agencies can be viewed as long term and sustainable.

Partnership with the PCC and Cleveland Police

The neighbourhood sustainability pilots may have a housing focus, but essentially they have uncovered that housing is only one aspect of activities undertaken by a number of key agencies which together determine the quality of life and life chances experienced by their mutual customers. Having the opportunity and motivation to participate in activity that adds value to the individual and community rather than detracting from it is only possible by collaboration. This is where the relationship between the Police and crime commissioners office and local affordable (social) housing provider is vitally important. It can make the difference between families feeling anxious or empowered and more willing to put down long term roots in a community.

Key Objectives.

The main objective of this partnership is to reduce crime and the perception of crime and anti- social behaviour by improving opportunities for individuals and families to take part in positive activity that can make them feel proud of their neighbourhood and community.

Key objectives are :-

- To widen the remit of the Know Your Money (KYM) Project to include financial and life skills and employability advice for 16-24 year olds living in both social and non - social housing, with outreach services for those currently homeless
- To offer a mediation service as an alternative solution for less serious disputes reported to the Police.
- To provide a range of anti- social behaviour deterrents and diversionary activity over

the life of the project

- To create community spaces, gardens and allotments which residents can take pride in, get involved in growing the produce and learn to prepare healthy meals

Key Dates/ Milestones

- KYM Project extension and neighbourhood pilot area interventions commencing during April 2014 to March 2015
- Interventions including diversionary activity covering 12 other Teesside(Cleveland) neighbourhoods between April 2015 and March 2017
- Interim evaluations – KYM and mediation extension and pilot areas - December 2014; other areas December 2015
- Final evaluation Kym and mediation extension and pilot areas by September 2015; other areas by September 2016

Nb Some of these can be brought forward depending on the level of funding received e.g. 13/14 lead in and 1 full year or further years.

Expenditure Plans (Flexible) See 1.2 and 1.3

Key Outputs

Key outputs and details of how success will be measured during the timescales listed above:

- Numbers of young people obtaining financial, liveability and employability advice and percentage reporting a positive experience
- Numbers young people accepted into tenancies and gaining employment
- Delivery of community garden/ allotment/ healthy food preparation projects and numbers of residents involved
- Numbers referred to mediation instead of traditional policing, numbers of cases taken up, numbers with successful outcomes
- Numbers taking part / involved with deterrent and diversionary activity to combat general crime and nuisance and mitigate particular types of nuisance identified by the neighbourhood pilots e.g. Motor bike nuisance
- Impact of all the above on key neighbourhood sustainability indicators and overall resident perception of the quality of the neighbourhood fear of crime.
- Impact of all of the above on crime reported to the police and cost of policing

Return On Investment

We would expect to see a reduction in crime and anti-social behaviour related activity associated with specific groups and specific locations benefiting from investment as a result of the proposals contained in this bid.

Risks

There is a risk is that individuals and those living in targeted locations will not engage with proposed activities. However this is mitigated by the fact that these interventions are related to and in some instances in direct response to issues raised by the communities themselves.

1.2 – Funding required

Please set out the amount of funding sought from the Police Innovation Fund for this activity/project. Where funding is sought over multiple financial years, please specify the estimated amounts required in each future financial year.

The spend profiling has been spread over 4 years to allow for start-up / lead and exit cost. The bulk of spending will occur in years 2 and 3 (14/15 and 15/16). This spread provides an option for the Innovation fund to support the longer programme or start-up and 1 full year only depending on available funds. Start up and year 1 funding required from the innovation fund amounts to £ 208,886 and the longer programme would require £420,831.

1.3 – Overall costs

Total expenditure over the full period (including partner contributions of £201,500) is £622,331 over the longer programme or £336,886 for a project covering start-up and 1 year costs.

Cleveland Police Innovation Fund - 13-14- Summary Expenditure Profile

<u>ITEM/ sub project</u>	YEAR 13/14	YEAR 14/15	YEAR 15/16	YEAR 16/17 + exit	TOTAL
<u>KYM extension and development</u>					
1FTE Work club co-ordinator - staffing, management & resources		£25,865	£24,010		£49,875
1FTE KYM adviser for private sector / homeless clients - staffing, management & resources		£30,865	£30,980		£61,845
Contribution towards - KYM events / volunteer expenses / provision of accredited training etc.	£2,000	£8,000	£8,000	£8,000	£26,000
sub totals	£2,000	£64,730	£62,990	£8,000	£137,720
<u>Mediation extension scheme</u>					
staffing		£82,146	£84,201		£166,347
Materials/training	£3,200	£7,100	£7,277		£17,577
management overheads		£10,710	£10,977		£183,924
sub totals	£3,200	£99,956	£102,455	£0	£205,611

<u>Community garden/allotments/ healthy eating scheme -pilot areas</u>					
land/ scheme capital cost /fees		£25,000			£25,000
staff/ labour costs		£75,000	£5,000		£80,000
running costs inc (supervision / mtce repairs/ light /heat)			£5,000	£5,000	£10,000
Materials		£55,000	£10,000		£65,000
sub totals		£155,000	£20,000	£5,000	£180,000
<u>Deterrent / Diversionary activity - Pilot neighbourhoods</u>		£12,000	£15,000		£27,000
<u>Deterrent / Diversionary activity roll out to 12 other Cleveland force neighbourhoods</u>			£36,000	£36,000	£72,000
TOTAL - PROJECT COSTS	£5,200	£331,686	£236,445	£49,000	£622,331
Partner In Kind Contribution (all projects)					
Kym		£15,000	£15,000	£2,000	£32,000
Mediation		£25,000	£25,500		£50,500
Community schemes		£85,000	£10,000		£95,000
Deterrent/ Diversionary		£3,000	£12,000	£9,000	£24,000
TOTAL PARTNER CONTRIBUTION	£0	£128,000	£62,500	£11,000	£201,500
TOTAL INNOVATION FUND CONTRIBUTION	£5,200	£203,686	£173,945	£38,000	£420,831

1.4 – Savings and benefits

Please provide a profile of expected benefits for the activity/project and how these will be monitored. You should also highlight any non-quantifiable benefits. Benefits should be assessed against the baseline of the activity/project not taking place. This is in line with the guidance provided in The Green Book published by HMT. This profile should clearly set out the expected scale of savings/benefits and when they are expected to be delivered.

The main objective of this partnership is to reduce crime and the perception of crime and anti- social behaviour by improving opportunities for individuals and families to take part in positive activity that can make them feel proud of their neighbourhood and community. In particular we would expect to see a reduction in young persons reported crime and a wider understanding of the use of money, budgeting and other useful housekeeping and social skills. The job club programme is aimed at preparing more young people for the world of work and hopefully a more enriched and fulfilled life. The community environmental projects have a theme of appreciating what can be grown in the locality and how this can be incorporated into healthy and reasonably cheap meals on a limited budget. People can make mistakes from time to time that can lead to unintended consequences. The mediation project will give a number of people the chance to work things through with people who feel aggrieved about their behaviour or actions whilst saving valuable time and cost for other police activity. We will see how well we are doing with these ambitions by monitoring progress against the following key indicators and outputs :-

- Numbers of young people obtaining financial, liveability and employability advice and percentage reporting a positive experience
- Numbers young people accepted into tenancies and gaining employment
- Delivery of community garden/ allotment/ healthy food preparation projects and numbers of residents involved

- Numbers referred to mediation instead of traditional policing, numbers of cases taken up, numbers with successful outcomes
- Numbers taking part / involved with deterrent and diversionary activity to combat general crime and nuisance and mitigate particular types of nuisance identified by the neighbourhood pilots e.g. Motor bike nuisance
- Impact of all the above on key neighbourhood sustainability indicators and overall resident perception of the quality of the neighbourhood fear of crime.
- Impact of all of the above on crime reported to the police and cost of policing

Milestones and key project dates

- KYM Project extension and neighbourhood pilot area interventions commencing during April 2014 to March 2015
- Interventions including diversionary activity covering 12 other Teesside(Cleveland) neighbourhoods between April 2015 and March 2017
- Interim evaluations – KYM and mediation extension and pilot areas - December 2014; other areas December 2015
- Final evaluation Kym and mediation extension and pilot areas by September 2015; other areas by September 2016

Nb Some of these can be brought forward depending on the level of funding received e.g. 13/14 lead in and 1 full year or the longer programme if funding permits.

1.5 – Risks and mitigations

Please provide details of key risks to delivery (including likelihood and impact), with details of existing/proposed mitigations.

There is a risk is that individuals and those living in targeted locations will not engage with proposed activities. However this is mitigated by the fact that these interventions are related to and in some instances in direct response to issues raised by the communities themselves.

There is also a risk that the full benefit of the proposed interventions might not be realised if funding means that the shortened programme is delivered.

Section 2 – How the activity or project meets Innovation Fund criteria

Please provide a brief summary of how your bid addresses each of the Innovation Fund's bidding criteria (see separate guidance). Maximum 300 words per criterion.

A. Transform policing through innovation

This project will reduce police time spent on low level and preventative activities enabling the force to their considerable skills on the most pressing and acute concerns

Through the mediation service, intensive work with the most prolific offenders, improving the external environments, working in an engaging way with young people, we will reduce reoffending and anti-social behaviour through diversion activity, mediation, targeted intensive interventions and restorative justice; improved victim satisfaction and neighbourhood relations will also result from improved external environment and improved links and communication between the agencies involved

Fabrick are well placed to coordinate the relationships between partners and customers to reduce the costs of policing over time

B. Enhance collaboration

The police and registered housing providers are the main partners in this bid, though other agencies in the public private and voluntary sectors will also play a part in the success of this project. A good deal of collaboration already exists and typically involves representatives from the Police and other organisations in community safety and crime reduction partnerships both at a macro and individual case level. Local policing is delivered from premises shared with Erimus Housing for example in Berwick Hills in East Middlesbrough. This office and another belonging to Erimus in East Middlesbrough also acts as a hub for delivering community based projects aimed at drug and alcohol rehabilitation.

The Neighbourhood Sustainability Pilots studies have shown that much more can and needs to be done by key stakeholder organisations working together if neighbourhoods containing significant numbers of social and or private rented accommodation are to remain sustainable and thrive over a longer term. The pilot studies have looked at what attracts people to move to certain neighbourhoods in the first instance e.g. housing/ work/ schools and once there what factors are key in putting down longer term roots e.g. a safe community/ good education opportunities / health and GP facilities close by/ work opportunities and distance to travel for employment/ leisure and recreation facilities. The quality of housing in the area might be easy to identify as a key indicator of neighbourhood sustainability. However resident survey (neighbourhood audits) have shown that the overall appearance of their neighbourhood and reduced perception of crime and anti-social behaviour are equally if not more important to its long term vitality. These issues can only be effectively tackled and aspirations achieved in partnership by key stakeholder agencies...

C. Deliver efficiencies

Your response to this criterion should aim to quantify efficiencies as far as possible.
Resources and particularly funding via central and local government is under pressure during a prolonged period of austerity and efforts to re-balance the "public purse". It is therefore more important than ever that organisations make the most of available combined resources, share information; avoid duplication and work together to deliver an improved offer to the communities that they serve.

Resident case studies based on day to day life in some of the more challenging neighbourhoods have shown that their world often revolves around subsistence with little room for more aspirational thoughts to improve the quality of their lives let alone life chances. This needs to change if perceptions of these more challenging places are to improve. We believe motivating people to in turn make them believe that their quality of life and life chances can get better can be kick-started by projects giving advice on passing on essential knowledge and skills on things such as money management, good housekeeping, healthy eating and employability. By providing opportunities for residents in local communities to have more structure in their lives and move closer in nature to those characteristics which make up the most successful communities, should see resources spent on policing reduce over time.

We expect community perception of living in a safer place and the overall quality of neighbourhoods benefitting from targeted interventions to improve by 10% or more over a 2/3 year period.

We would expect that this would provide the opportunity for resources saved on local policing to mirror this effect over a slightly longer term of around 5 years.

D. Be locally owned and monitored

Erimus Housing and Tees Valley Housing are part of the Fabrick Group based in Middlesbrough. There is a commitment to deliver neighbourhood plans across the entire organisation. Part of this bid is aimed at residents living across a wider geographic area of Middlesbrough or Teesside in general. This would be true of the young person's scheme concerned with money, employability and general household skills. Some initiatives are more local in nature and will become essential elements of local neighbourhood plans for the pilot neighbourhood areas of Grove Hill, Thorntree, South Bank and Grangetown with

intentions to roll these out to other neighbourhoods in due course. Town wide initiatives will also feature in local neighbourhood action plans and these will be monitored and evaluated against predetermined outcomes of what success or "good" will look like for this neighbourhood.

Adopted by the local housing provider, the police and other key agencies at a strategic level, it will be the responsibility of the local neighbourhood housing manager to oversee their local plan, working in collaboration with staff of key partners operating in these localities.

Section 3 – Partner sign-off for collaborative activity

(AS APPLICABLE) Please confirm that this bid is signed off by the Police and Crime Commissioner for each of the force areas named in this bid, and/or [responsible party for other public sector bodies] and/or set out brief details of plans to engage a private sector partner.

*Barry Coppinger
Cleveland Police and Crime Commissioner*



Section 4 – Contact details

Erimus Housing
Name: Helen Neal
Role:
Phone: 07764695633
Email: Helen.Neal@fabrickgroup.co.uk

POLICE INNOVATION FUND – 2013/14

Section 1 – About the activity or project

1.1 – Summary

Please provide a summary (max. 800 words) of the project/activity for which you are bidding for funding and how this supports the Fund's core aims of **driving innovation, collaboration and improved efficiency in policing**.

This summary should include:

- key objectives
- key dates and milestones
- expenditure plans
- key outputs/deliverables and details of how success will be measured
- anticipated return on investment
- key risks and mitigations.

You may attach additional supporting documentation (e.g. business cases, high-level project plans) but decisions on the allocation of funding will be made primarily on the content of this form.

This project builds on the Home Office investment in the Safer Future Communities Project, with the aim of improving the evidence-base about what works in crime reduction and community safety and stimulating innovative and evidence-based voluntary, community and social enterprise sector activity in support of key policing priorities.

The objectives are:

- To trial innovative approaches to reducing re-offending
- To build an evidence base of effective interventions to inform future commissioning (by local authorities and others as well as the PCC) and to use this evidence to secure resources for longer-term service delivery.
- To build the capacity of small voluntary and community organisations to support crime reduction and community safety and to demonstrate the impact of their work.
- To improve inter-agency understanding and collaboration
- To demonstrate the value of small grants as a flexible commissioning tool.

Key dates and milestones

The following dates assume a development phase of 2 to 3 months, during the current year:

31 March 2014	Priorities, criteria, application process and terms and conditions developed
30 April 2014	Multi-agency awards panel established Fund promoted widely through Safer Future Communities Network, local development and support organisations and launch event at PCC HQ
31 July 2014	Round 1 awards announced
15 Dec 2014	Round 2 awards announced
31 March 2015	Round 3 awards (if necessary)
31 March 2016	All project activity complete
30 April 2016	All monitoring submitted
30 June 2016	Evaluation complete

Expenditure plans

There are 4 key elements of expenditure:

- Innovation awards: £300,000
- Scheme administration and management: £28,000
- Development support for VCOs (through local development and support organisations): £32,000
- External evaluation (10 days + costs: £6,000)

Key outputs/deliverables

- Development of detailed award criteria, in line with locally agreed priorities, in consultation with relevant agencies (e.g. PCC, Police, Prison Service, Fire Service, Probation, NOMs, CSPs).
- Minimum of 10 innovative schemes providing outcomes related to reducing re-offending: minimum of 5 up to £15,000 and 5 up to £25,000, with potential for one or two larger awards and/or additional investment where extension of a trial is recommended better to assess impact or to make changes in response to learning.
- Awards will be linked to delivery of both qualitative and quantitative outputs, and measurable outcomes, which will form part of the terms and conditions (see below).
- A final report, evaluating the scheme, to assess the overall impact on crime reduction and community safety in Cleveland and the efficiencies achieved, with case studies to illustrate the impact of the projects supported

Anticipated return on investment

Analysis of the return on investment of a small grants fund of neighbourhood renewal monies managed by MVDA found that the initial investment had been doubled in 50% of projects responding to the survey. Support will be provided (through local support and development organisations) to secure the resourcing needed to sustain successful schemes. We will set a target of £100,000 to be secured in continuation funding by the end of 2017. In the longer-term, we would expect to double the level of investment.

While not essential for an otherwise strong proposal, bids that include a contribution (in kind or in real terms) will be encouraged. We aim to achieve a minimum of 10% over the programme. We also aim to achieve a minimum of 10% of the total value of the awards in estimated volunteer value (see below for details).

Risk management

Insufficient applications received: The scheme will be proactively and widely advertised to ensure access to a wide range of voluntary and community groups of all sizes, with at least two bidding rounds.

Applications or level of innovation poor: The scheme will build on work during the current year to stimulate creative thinking about how voluntary organisation can help to reduce re-offending and help with developing ideas is built into the proposed plans.

Award recipient does not deliver: Recipients will sign up to clear terms and conditions. Support will be provided to address any difficulties identified through proactive monitoring.

Lack of evidence of outcomes: Outcome measures will be agreed in advance and support provided to ensure systems are in place to collect relevant data. Evaluation of the scheme as a whole will be built in from the start, with a view to being able to make changes to practice and/or procedures to improve overall outcomes.

Failure to sustain successful projects: The involvement of a wide range of relevant agencies in development and implementation of the scheme, together with development support from local support and development organisations, will provide the best possible chance of securing resources to maintain successful interventions.

1.2 – Funding required

Please set out the amount of funding sought from the Police Innovation Fund for this activity/project. Where funding is sought over multiple financial years, please specify the estimated amounts required in each future financial year.

We are seeking funding over 3 years, as follows:

2013/14	£5,000
2014/15	£177,000
2015/16	£177,000
2016/17	<u>7,800</u>
Total	366,800

1.3 – Overall costs

Please provide a profile of costs for the activity/project. These should be costs anticipated in each year of the activity/project, including those to be met from sources other than the Innovation Fund. You should also highlight any non-quantifiable costs. Costs should be assessed against the baseline of the activity/project not taking place. This is in line with guidance provided in The Green Book published by HMT. This profile should clearly set out the scale of expected costs and when they are expected to fall.

	£	
2013/14	5,000	
2014/15	227,600	Includes c.10% volunteer value & 10% in-kind support for awards and £20,000 from Cleveland PCC
2015/16	207,600	Includes c.10% volunteer value & 10% in-kind support for awards
2016/17	57,800	Includes sustainability target of £50,000
2017/18	<u>50,000</u>	Sustainability target
	548,000	

These targets represent conservative estimates that we believe to be achievable within the given timeframes.

1.4 – Savings and benefits

Please provide a profile of expected benefits for the activity/project and how these will be monitored. You should also highlight any non-quantifiable benefits. Benefits should be assessed against the baseline of the activity/project not taking place. This is in line with the guidance provided in The Green Book published by HMT. This profile should clearly set out the expected scale of savings/benefits and when they are expected to be delivered.

Please also provide (where applicable) details of savings that are expected to accrue to other public sector organisations as a result of the proposed activity/project.

This project builds on the Home Office initiative to ensure the engagement of the voluntary and community sector in the transition to Police and Crime Commissioners, through the establishment of Safer Future Communities Networks (SFCN), and the subsequent investment by Cleveland PCC to sustain and further develop this initiative (£10,000 during the current year). MVDA is the lead organisation for development of Cleveland SFCN and in January 2014 will be running an event to stimulate thinking around how VCOs can help to support desistance.

The scheme will also build on recommendations for reducing reoffending arising from research and mapping recently undertaken by NOMS in the North East. We would expect proposals for projects to focus on factors that contribute to re-offending, such as:

- Offender accommodation and housing related support
- Children and families of offenders
- Social care needs and older offenders
- The impact of welfare reform on offenders

We will also seek projects aimed at reducing offending among young people and will encourage applicants to consider how projects contribute to wider strategic agendas, such as health and well-being, particularly drug and alcohol strategies, mental health, social action and volunteering.

Projects will offer locally responsive solutions, with a view to testing approaches that are scaleable or can be replicated elsewhere. Use of volunteers will be quantified by recognised measures for estimating volunteer value (using the national minimum wage).

1.5 – Risks and mitigations

Please provide details of key risks to delivery (including likelihood and impact), with details of existing/proposed mitigations.

Risk: *Insufficient applications received* **Likelihood:** *low* **Impact:** *high*

The scheme will be proactively and widely advertised to ensure access to a wide range of voluntary and community groups of all sizes. There will be a minimum of two bidding rounds with the potential for further rounds if insufficient bids are received.

Risk: *Poor quality applications (lack of innovation)* **Likelihood:** *medium* **Impact:** *high*

The scheme will build on an event to stimulate thinking among VCOs about ways in which they can support desistance and the reduction of reoffending. The launch event will focus on policing priorities and award criteria, and help with developing ideas will be available from local support and development organisations (whose staff will attend a briefing to ensure full understanding of the outcomes model, monitoring processes and award criteria).

Risk: *Award recipient does not deliver:* **Likelihood:** *low* **Impact to scheme:** *low*

Recipients will sign up to clear terms and conditions. Monitoring (though proportionate) will be proactive and will include visits to identify any difficulties and/or further support needed to give projects the best chance of success. NB. The failure of an individual project will have minimal impact on the scheme as a whole.

Risk: Lack of evidence of outcomes **Likelihood:** medium **Impact to scheme:** high

This will be a significant focus for the scheme. Outcome measures will be agreed in advance and included in the terms and conditions. Support will be put in place to ensure that smaller organisations understand impact measures and have systems in place to collect relevant data. Evaluation of the scheme as a whole will be built in from the start, with a view to being able to make changes to practice and/or procedures to improve overall outcomes. Successful applicants will be expected to attend a workshop on “*Demonstrating impact through case studies*”.

Risk: A project is unsuccessful **Likelihood:** low **Impact to scheme:** low

The learning from unsuccessful projects will be used to inform commissioning, alongside that from successful projects.

Risk: Variable quality of support from delivery partners **Likelihood:** low **Impact:** high

MVDA will put in place comprehensive agreements, covering expectations around delivery and reporting. We will seek delivery partners’ input to the development process and provide an initial briefing to ensure full understanding of processes and the outcomes model.

Risk: Unable to sustain successful projects **Likelihood:** low to medium **Impact:** high

The involvement of a wide range of relevant agencies in development and implementation of the scheme, together with development support from local support and development organisations, will provide the best possible chance of securing resources to maintain successful interventions. We have included in projections a conservative estimate of resourcing to be secured.

Section 2 – How the activity or project meets Innovation Fund criteria

Please provide a brief summary of how your bid addresses each of the Innovation Fund’s bidding criteria (see separate guidance). Maximum 300 words per criterion.

A. Transform policing through innovation

It is increasingly recognised that small grants for voluntary and community organisations provide a flexible tool for developing innovative solutions to local problems. This scheme will encourage innovation through a competitive application process for funding to trial new approaches across Cleveland.

It is recognised that once an individual becomes an offender and is in the criminal justice system there is a likelihood that they will go on to re-offend. Cleveland has one of the highest rates of re-offending for those given suspended or community sentences, and reducing re-offending is a significant priority for local CSPs and the PCC.

Local Adult Re-offending – 1 April 2012 – 31 March 2013		
Local Authority	Cohort (four quarters of probation data)	Rate of reoffending
Hartlepool	1,805	16.29%
Middlesbrough	3,740	17.43%
Redcar & Cleveland	2,317	13.42%
Stockton-on-Tees	2,937	12.97%

The local adult re-offending measure counts the proportion of offenders who re-offend in a 3 month period, and compares this to the proportion expected to re-offend given their characteristics. Analysis has shown that re-offending over 3 months is representative of re-offending over 12 months for most offences and provides a basis on which to assess the success of projects.

The project will build on learning from the Carers Grant Fund managed by MVDA on behalf of Middlesbrough Council and NHS Middlesbrough. In addition to help with the development of ideas and projects, this has supported grant-holders around performance measurement and evidencing impact. Awards will include performance measures to demonstrate outcomes achieved and evidence the benefit to the public and/or Police, and to assess the viability of continuing services and/or adapting them to improve outcomes.

A lasting impact will be achieved by feeding back the evaluation and evidence of what works in project delivery to the PCC and other significant bodies, and by the inclusion of development support to secure the continuation of successful interventions.

B. Enhance collaboration

Cleveland faces significant challenges to develop effective collaboration in the new planning and partnerships landscape, including changes to Health and Well-being arrangements, as well as the introduction of PCCs and the reforming rehabilitation agenda. Community Safety Partnerships (CSPs) have been successful in improving joint working between Responsible Authorities, but, as they respond to LA structural changes and new partnership arrangements, there is a challenge to:

- align crime and community safety priorities with other key strategic areas to maximise the effective deployment of resources;
- maintain local responsiveness while creating efficiencies by Cleveland-wide collaboration;
- maximise the potential of the voluntary, community and social enterprise sector to deliver services and develop community action that supports crime reduction and community safety.

The bid will enhance collaboration by:

1. Joint development of the detail of the scheme (criteria, performance measures etc) with appropriate agencies (e.g. PCC, Police, CSPs, YOS, Holme House Prison, Fire Service, Probation, NOMs).
2. A small awards panel made up of representatives of key agencies (as above)
3. The specific projects supported (all bids will be required to specify appropriate collaborative working arrangements)
4. Developing understanding between the VCS and the wider Criminal Justice System about how VCOs can support crime reduction and community safety.
5. Sharing learning from the projects about what works in improving desistance rates.
6. Links will also be forged with a wide range of agencies involved in offender pathways, such as housing, health and social care, education and employment etc.

This scheme is easily transferable to other areas and its replication will be supported through the external evaluation, as well as case studies. The external evaluation will identify strengths and weaknesses of the overall scheme as well as individual projects.

C. Deliver efficiencies

Your response to this criterion should aim to quantify efficiencies as far as possible.

Short-term

Volunteer value: It is expected that many projects will engage volunteers in the delivery of services or in local community action. Estimated volunteer value across the scheme as a whole will be calculated by the standard method of applying the national minimum wage for someone aged over 22 to the number of hours volunteered. We will aim for a minimum estimated volunteer value of £31,200 (5000 hours @ £6.24).

Match funding/contribution in kind: While not essential, applicants will be encouraged to identify in-kind contribution and/or match funding. We propose a minimum target of 10% in added value through match or in-kind support for each project, a total of £30,000.

Outcomes: Outcome measures appropriate to each particular project will be agreed, and will typically include levels of engagement, personal social and economic achievements (e.g. employment/accommodation/volunteering secured and retained) and length of period of desistance. In line with the methodology for measuring re-offending described above, targets will be set for desistance over periods of three and six months.

Social capital: Value will be added through the increased social cohesion that arises from grass-roots community activity, volunteering, and user-led services.

Medium and longer term

A significant element of the scheme will be to secure the sustainability of successful projects through local commissioning (by appropriate bodies), grants from charitable trusts and other sources, and social enterprise/trading activity. The local support and development organisations will support this and we have a target of realising £100,000 in continuation funding by the end of 2017. In the medium to long-term we would expect to realise in excess of the original investment through the continuation and/or development of successful schemes.

A deadline of 31 March 2016 has been set for completion of all project activity, to enable full scheme evaluation to inform strategic planning and commissioning as well as potential replication in other areas.

D. Be locally owned and monitored

Local ownership and monitoring is at the heart of this proposal, in terms of both the overall scheme and the specific projects it will support, which will be developed and delivered by local voluntary and community organisations. The scheme is designed to take forward the ideas from a joint Cleveland PCC/SFCN event planned for January with a focus on reducing re-offending and a particular emphasis on exploring the potential for small-scale VCS projects to support desistance.

Investment projected and/or secured to date is £181,200, which represents just under 50% of the funding required. This includes:

- A commitment by Cleveland PCC of £20,000
- Estimated volunteer value of £31,200
- Contributions from award recipients (financial or in-kind) of £30,000
- A target of £100,000 for continuation by the end of 2017

This programme will be managed by MVDA, which has a track record of managing small grants pots of a similar size and significant partnership projects. MVDA's Board combines expertise from across the VCS, including social enterprise development, neighbourhood working and services for BME communities. This project will benefit from:

- established management information systems and a framework for internal reporting
- assessment and regular review of the risks to which the organisation is exposed, with mitigation measures put in place as required;
- robust financial management systems.

Evaluation will be built in to the project from the start. We have made provision for 10 days evaluation from an external consultant with appropriate knowledge and experience. The evaluation will involve:

- Engagement at critical points throughout the life of the project
- Review of all written materials
- Interviews with key stakeholders (grant recipients, panel members etc)
- Group discussions
- Production of a final report and executive summary.

Section 3 – Partner sign-off for collaborative activity

(AS APPLICABLE) Please confirm that this bid is signed off by the Police and Crime Commissioner for each of the force areas named in this bid, and/or [responsible party for other public sector bodies] and/or set out brief details of plans to engage a private sector partner.

Barry Coppinger, Police and Crime Commissioner, Cleveland



Section 4 – Contact details

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POLICE INNOVATION FUND – 2013/14

Section 1 – About the activity or project

1.1 – Summary

Please provide a summary (max. 800 words) of the project/activity for which you are bidding for funding and how this supports the Fund's core aims of **driving innovation, collaboration and improved efficiency in policing**.

This summary should include:

- key objectives
- key dates and milestones
- expenditure plans
- key outputs/deliverables and details of how success will be measured
- anticipated return on investment
- key risks and mitigations.

You may attach additional supporting documentation (e.g. business cases, high-level project plans) but decisions on the allocation of funding will be made primarily on the content of this form.

Project overview

The mobility project will allow our officers and staff to work remotely and reduce the need to come back into the office. With the increased mobility and desire to be able to do more away from a base station it is important that we are not only able to keep in touch with each other but to build resilience into our ability to connect. This bid is to further enhance our mobility project by introducing WiFi into buildings and cars and a unified coms solution to bring together the various communications channels.

This project is very much an enabler to greater collaboration, interoperability with other forces and agencies and improved mobilisation of police activities.

We have recently engaged with O2, Cisco and our strategic partner Steria to look at how we might be able to address some of the issues of coverage. Using the Cisco mobile router, O2 global SIM, the mobile infrastructure that we have already implemented and a WiFi solution which this proposal would enable, we will look to effectively extend our Local Area Network (LAN) into our vehicles and any other building that we need to occupy, this in particular aids our current working arrangements with Durham Constabulary and our Joint RPU unit.

The mobile router solution would allow the force to effectively set up an office from anywhere in the world providing we had a single open port or mobile signal. This would all be done securely and would be transferable to any force.

We would then leverage our recently deployed Citrix infrastructure to provide a full desktop rich experience to the end user working in the remote location or utilise the mobile applications that we have developed.

The project will:

- *Introduce WiFi into all main buildings and extend this via the Cisco mobile router into vehicles and any other building or area it is required.*
- *Improve interoperability through unified communications and ability to share information and communicate through multiple different channels more easily.*
- *Enable the reduction of the force estate by making it easier to work from partner buildings and from vehicles.*
- *Enable partners to access the internet via the WiFi solution, improving collaboration opportunities*
- *Enable our staff to work more flexibly by allowing them to work from multiple locations, freeing up desks and allowing for greater estate rationalisation*

Key Objectives

1. *Deployment of mobile solution*
2. *Deployment of WiFi throughout the main Cleveland Police buildings and 50 vehicles*
3. *Deployment of Unified Comms solution onto desktop and mobile*

Milestones

1. *High level design of Mobile solution – Complete*
2. *Accreditation of mobile solution – January 2014*
3. *Deployment of mobile solution – February 2014*
4. *High level design of WiFi solution – February 2014*
5. *High level design of Unified communication solution – February 2014*
6. *Initial Deployment of WiFi and Unified Coms solution – March 2014*
7. *Phase 2 deployment of WiFi from April through to October 2014*

Anticipated expenditure

Mobile Device – Already committed

1. *£1.2 million already committed by the PCC for mobile device deployment of infrastructure, devices and Capita Mobile Secure Application*

WiFi – part of the bid proposal

1. *£250,000, this will include the infrastructure and inCar access points in 50 vehicles.*

Unified Communications- part of the bid proposal

2. *£150,000 this will include implementation of the solution and licencing for the product*

Key Outputs

1. *All documentation associated with the design and accreditation of the solution which will be available for other forces.*
2. *Reduction in the number of buildings owned and leased by Cleveland Police, anticipated minimum savings of £370,000 net per annum*
3. *Co-location with Cleveland Fire Service in a number of buildings. We are initially looking at 3 small stations with a target date of May/June 2014 with a further 3 buildings being looked at for 2015 and 2016.*
4. *Introduction of video streaming which will allow remote street triage to take place. Cleveland currently work with the NHS in the referral of patients with mental health issues*

We have recently helped West Yorkshire in its mobility project by providing documentation, advice and support to enable them in their proposed implementation of a secure mobile

solution. This will effectively reduce their project time by several months and subsequently their costs.

West Yorkshire police will also be involved in the inCar WiFi and mobile project going forward into next year.

Return on investment

Through the estate rationalisation which these projects will allow to be done more effectively, we anticipate that we would be able to see a return within 2 years. This is in part dependant on market conditions for any sale of premises and with the ability to terminate leases.

Breakdown is currently looking at the following:

- Reduction in leased properties = £110k delivered between 2015/16
- Reduction in owned assets = £260k net delivered from 2014 – 2016

Return on investment is within 18months from those quantifiable benefits identified to date.

Key Risk

- Ensuring sufficient resource is available, in part mitigated through the relationship with Steria
- Cultural adoption and new ways of working.
- Increased mobility inherently reduces the amount of control over the physical locations that force and national data is accessed. This therefore will require effective technical controls and policy and procedure.

1.2 – Funding required

Please set out the amount of funding sought from the Police Innovation Fund for this activity/project. Where funding is sought over multiple financial years, please specify the estimated amounts required in each future financial year.

2013/14 budget year

Unified communications = £150,000

WiFi = £200,000

2014/15 budget year

WiFi = £50,000

1.3 – Overall costs

Please provide a profile of costs for the activity/project. These should be costs anticipated in each year of the activity/project, including those to be met from sources other than the Innovation Fund. You should also highlight any non-quantifiable costs. Costs should be

assessed against the baseline of the activity/project not taking place. This is in line with guidance provided in The Green Book published by HMT. This profile should clearly set out the scale of expected costs and when they are expected to fall.

The mobility project is dependent on other projects that are currently in progress and include:

- LAN refresh = £100k and anticipated to finish by April 2014
- WAN refresh = £280k and anticipated to finish by April 2014
- Telephony refresh = £450k and anticipated to finish by April 2014

With regards to the mobility project of which this bid is part

- Mobility = £1.2 million and will complete mobile deployment by October 2014. This has been committed by the PCC already.
- WiFi = £250k, infrastructure and initial phase 1 by April 2014, Phase 2 by June 2014
- Unified Comms - £150k with completion by end of April 2014 with final roll out on mobile devices to be in line with the mobile deployment

1.4 – Savings and benefits

Please provide a profile of expected benefits for the activity/project and how these will be monitored. You should also highlight any non-quantifiable benefits. Benefits should be assessed against the baseline of the activity/project not taking place. This is in line with the guidance provided in The Green Book published by HMT. This profile should clearly set out the expected scale of savings/benefits and when they are expected to be delivered.

Please also provide (where applicable) details of savings that are expected to accrue to other public sector organisations as a result of the proposed activity/project.

Benefits

Given the timescales to prepare this proposal it has not been possible to quantify all the benefits and this would be done as part of the project initiation, where possible I have identified the benefits.

This proposal is to introduce enabling technology that allows the force to become more mobile and further digitise process. The overall programme has identified the following benefits.

1. **Estate reduction – Minimum £370k** per annum saving through reduction of leases and owned assets. The scope of this reduction does depend on how much we can improve connectivity and communication in remote areas.
2. **Reduced travel time** – Difficult to quantify, we believe that through unified communications and enabling connectivity we will reduce the amount of time required to travel to and from stations.
3. **Improved interoperability** – Difficult to quantify, but through the ability to always be connected and with email, phone, IM and presence, we develop a greater range of communication options, reducing inefficient processes and improving the ability to share information.
4. **Improved collaboration opportunities** – Unified coms allows the force to federate with other forces and agencies so that presence awareness and IM information can be shared. This will not only work on laptops and desktops but on the new tablet and

mobile solution. WiFi in buildings will also allow other agencies and forces to connect to the internet, allowing them to access their own systems via remote access capability.

5. **Improved connectivity** – The extension of the WiFi to cover vehicles means that officers and staff will be able to work in an always connected environment, the strength of the 3G signal will also be enhanced allowing video conferencing if required.
6. **Enabling technology** – Technology is transferable to other forces and enables greater collaboration with agencies.
7. **Future proofing solutions** – Technology will utilise 3G initially where applicable and then utilise 4G when it is available in Cleveland.
8. **Reduced assets** – Through Unified Comms, we will rationalise the number of desk and mobile phones, providing soft phone via the computer and a single phone number through the new mobile device.
9. **Reduced call costs** – Through Unified Comms, we will be able to use the data network to make calls reducing the landline and mobile call charges.
10. **Reduced CO2 emissions** – Less buildings and less travel mean less CO2 emissions by the force.
11. **Presence awareness** – Enables access to the right expert in a timely manner, for example, in an emergency situation if we set up groups which include emergency planners, COMAH personnel etc, you can quickly see if they are available and access them via UC.
12. **Supports JESIP** – Through greater collaboration and interoperability. Unified communications would allow forces and agencies to federate with each other, this would provide more communication channels, presence awareness and instant messaging.
13. **Supports ESMCP** – By providing options that would allow the officer to always be able to connect to back office systems. The inCar WiFi and Cisco mobile router attempts to rectify this problem.

1.5 – Risks and mitigations

Please provide details of key risks to delivery (including likelihood and impact), with details of existing/proposed mitigations.

Risks

Description	Likelihood	Impact	Mitigation
Cultural adoption to more remote working	Low	Medium	Strong leadership from the top down. The DCC is sponsoring the programme, adopting the working practices and technology personally and driving this forward
Data loss through increased access from locations other than CP owned buildings	Low	High	Good working practices and procedures in place Worked to CESG guidelines on the mobile technology and seeking full accreditation in January 2014

Cultural adoption between co-locating parties	Medium	Medium	Strong visible leadership from the top down, political buy-in between the respective governing parties. Good communication and clear understanding of objectives and benefits.

Section 2 – How the activity or project meets Innovation Fund criteria

Please provide a brief summary of how your bid addresses each of the Innovation Fund's bidding criteria (see separate guidance). Maximum 300 words per criterion.

A. Transform policing through innovation

The mobile solution allows the force to adopt the latest technology in a secure way. Mobile solutions however are limited if there is no connectivity or good 3G network coverage available as a minimum. This solution attempts to rectify this.

This project will introduce WiFi to our buildings and provide an inCar WiFi solution. We are working with Cisco and it's connected policing insight, Telefonica/O2 and Steria, to devise a solution that will improve connectivity particularly in rural areas.

The effect of the solution is to extend the force LAN into vehicles and any other buildings. This solution will be transferable to other forces and agencies as it will build on established technology already available in the market place. We are also looking at how O2's open WiFi network, coupled with the Cisco technology may be able to support network black spots.

The inCar WiFi solution will also support the governments ESMCP programme by offering resilience and improving coverage. Initially this coverage will be to enhance 3G as this is all that is available, but the solution will be future proofed to enable 4G when it arrives with an anticipated date of around 2015.

Unified communications allows officers and staff members to be constantly connected and are accessible. This allows the force to reduce the number of buildings and fixed bases that we need

Unified comms also enables us to look at further joint units with other agencies and forces. Cleveland already has a joint RPU and Firearms capability with Durham Constabulary. The current situation is that there are 2 networks, meaning that officers need dual ID's in order to access email and systems.

Unified coms will enable greater collaboration and simplify communication between the forces and other agencies through federation which allows email, presence and instant messaging to be brought together.

B. Enhance collaboration

Improved connectivity

- Provides coverage in rural areas where Cellular network coverage is limited and 3G signal is weak.
- Proposal is to equip a command vehicle which we will share with the Fire Brigade, allowing commanders from either agency to connect back to their respective systems.

Allows us to federate with other forces and agencies

- Federation allows agencies to share presence awareness and instant messaging between these agencies even though they have separate networks.
- Through federation, we propose to set-up

Introduces instant messaging

- IM allows short messages and conversations between multiple users from different organisations.

Presence awareness

- Allows users to target specific individuals when requiring a quick response to a query because you are able to quickly identify if they are on line or not. This becomes more valuable when across agencies and networks and allows specific groups to be established.
- These groups could be LRF groups and in emergency situations through presence awareness and IM capability, individuals could be contacted quickly to respond to various situations.

Introduces conference call capability, both voice and video

- Reduces the need to travel, reducing costs and improves efficiency.

WiFi capability in buildings and inCar

- Enables partners to access the internet from our buildings, improving interoperability and collaboration.
- The inCar solution is also transferable to buildings, enabling us to establish network connections effectively in almost any building, quickly and cheaply. This supports our drive to being more flexible by allowing us to establish good connectivity to the back office and by leveraging our Citrix infrastructure and WID technology; we will be able to set-up up incident rooms and command rooms wherever needed.

Cleveland Police are engaged with Cleveland Fire Brigade in terms of exploring co-location of premises.

This project is very much an enabling project to support this further collaboration and others which the force are seeking to introduce.

C. Deliver efficiencies

Your response to this criterion should aim to quantify efficiencies as far as possible.

Given the timescales to prepare the bid it is difficult to quantify all the benefits listed above in section 1.4. however these are some initial estimates or ways in which we would seek to

capture the benefit.

Benefit	Benefit type	Timescales to realisation
Reduced number of buildings	Tangible and expected £380,000 minimum per annum	2 years for full benefit
Reduced number of telephony assets	Tangible and expected TBD	This is more a capital saving on refresh of devices
Increased visibility of officers	Non-tangible Increased confidence and user satisfaction	Immediate benefit through more officers being seen on the street
Reduced travel	Tangible and expected White papers suggest that through unified communications, employees will save time and expenses through use of conferencing facilities enabled through unified communications	12 months following baseline period.
Reduced call charges	Tangible and anticipated Use of soft phone will mean that we reduce our telephony charges. Amount is to be determined but a 30% reduction is realistic.	Benefit would be realised almost immediately as users are switched over to data calls.
Reduced time spent on reaching co-workers resulting in improved productivity	Tangible and anticipated Research suggests that on average employees spend 31 minutes a day trying to reach co-workers.	Immediate benefit once implemented. Ability to be able to contact the right people when needed is essential particularly in emergency situations.
Support of JESIP	Intangible and expected Difficult to quantify actual savings at this stage but through greater interoperability and collaboration we will be able to cut time and save lives.	Once in place the effect should be immediate
Support of ESMCP	Tangible and Anticipated With 3G the results will offer significant increased availability for users to connect. Stronger benefits however will be realised once 4G is implemented	Increased connectivity to 3G would be immediate and work alongside the deployment of the new mobile solution.

D. Be locally owned and monitored

The unified communications and WiFi elements are part of a larger programme of work to mobilise our workforce. Both WiFi and Unified Communications are based on a collection of technologies that enable this greater degree of flexibility and collaboration. This bid proposal is to implement the client side element along with presence and instant messaging for unified communications and to implement WiD=Fi into the main buildings and in to cars.

The current allocation of monies in which the PCC has already committed funds:

1. £1.2 million spent on the mobile project which has delivered an IL3 compliant Android solution which has been designed along CESA guidelines.
2. Implementation of a thin client Citrix environment that enables the device strategy to be implemented.
3. Commitment already in place for the WAN and LAN refresh along with the telephony refresh circa £500k. Delivery will continue into 2014.

Section 3 – Partner sign-off for collaborative activity

(AS APPLICABLE) Please confirm that this bid is signed off by the Police and Crime Commissioner for each of the force areas named in this bid, and/or [responsible party for other public sector bodies] and/or set out brief details of plans to engage a private sector partner.

We already have a strategic partnership with Steria and engagement with Cisco and O2.

West Yorkshire police are engaged with regards to the inCar WiFi proposal and mobile project.

Cleveland Fire Brigade is also involved in the wider co-location

Section 4 – Contact details

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POLICE INNOVATION FUND – 2013/14

Section 1 – About the activity or project

1.1 – Summary

*Please provide a summary (max. 800 words) of the project/activity for which you are bidding for funding and how this supports the Fund's core aims of **driving innovation, collaboration and improved efficiency in policing**.*

This summary should include:

- *key objectives*
- *key dates and milestones*
- *expenditure plans*
- *key outputs/deliverables and details of how success will be measured*
- *anticipated return on investment*
- *key risks and mitigations.*

You may attach additional supporting documentation (e.g. business cases, high-level project plans) but decisions on the allocation of funding will be made primarily on the content of this form.

Background

In 2010 Cleveland and Durham developed a joint team co-located that included:

- Armed Response Unit
- Road Policing Unit
- Collision Investigation Unit
- Motorcycles
- Camera enforcement
- Traffic Management

This was a demonstrator site and has delivered to the original business case. We now have one Chief Inspector managing across two forces with resources that are deployed across boundaries.

This proposal would build upon this collaboration and encompass:

- Operational Support Units
- Dog Sections
- Public Order Teams and Training
- Operational Planning
- Risk Management
- CBRN

Key Objectives

The key objectives are:

- To save money on staff, equipment, training and accommodation.
- To increase resilience through more effective mapping of resources to need and the economies that an increase in scale can generate.
- To increase interoperability through joint working, training and co-location.
- Reduce management costs through economies of scale.

Key Dates and Milestones

The project will be run using PRINCE2 with all the reporting and control mechanisms this approach benefits from.

We would like to start this project in January 2014 with implementation starting on the 1st of April 2014 and lasting three months. These are very tight timescales and will require a full time dedicated team of resources to achieve them.

Expenditure plans

Dedicated project manager, project lead and project support for six months
=£76k

IT relocation and general movement costs to facilitate co-location and interoperability = £118k

Standardisation of vehicles, equipment, materials and operating procedures = £120k

Procurement, legal and evaluation costs = £12k

Total £326k

There is no need for any further year on year funding. All monies would be spent in the financial year 2013/14 and the first quarter of 2014/15

Key Outputs and Deliverables

The key outputs and deliverables expected are:

- Reduction in Constable numbers by ten or £500k per annum
- Reduction in training by £15k per annum
- Reduction in accommodation by £9k per annum
- Reductions in fleet and mileage by £21k per annum
- Increased capacity at peak times due to larger collaborative workforce and resources
- Reduce bureaucracy through collaboration – once rather than twice
- Reduction of one Superintendent and one Inspector saving £140k per annum
- Reduce organisational risk due to increased joint capacity

Anticipated Return on Investment

The anticipated return on investment in monetary value is a minimum of £685k per annum across the two forces.

Key Risks and Mitigations

Much of the risk has been removed due to a successful taste of collaborations so far. This is a complex area of business which is why the project will be run on PRINCE2 methodology. All risk will be identified by key stakeholders and assigned an owner. That owner will be required to provide both a mitigation/prevention plan and a contingency plan for the risk. This will be reported on weekly to the project board.

1.2 – Funding required

Please set out the amount of funding sought from the Police Innovation Fund for this activity/project. Where funding is sought over multiple financial years, please specify the estimated amounts required in each future financial year.

The total amount sought from the Innovation Fund is £300k; this in part is made up of:

Dedicated project manager, project lead and project support for six months = £76k

IT relocation and general movement costs to facilitate co-location and interoperability = £118k

Standardisation of vehicles, equipment, materials and operating procedures = £120k

Procurement legal costs and evaluation costs = £12k

Total £326k

A further £200k will be met by Cleveland and Durham for development and IT costs.

There is no need for any further year on year funding. All monies would be spent in the financial year 2013/14 and the first quarter of 2014/15

1.3 – Overall costs

Please provide a profile of costs for the activity/project. These should be costs anticipated in each year of the activity/project, including those to be met from sources other than the Innovation Fund. You should also highlight any non-quantifiable costs. Costs should be assessed against the baseline of the activity/project not taking place. This is in line with guidance provided in The Green Book published by HMT. This profile should clearly set out the scale of expected costs and when they are expected to fall.

The overall costs are £526k

There are no ongoing revenue costs in current years.

1.4 – Savings and benefits

Please provide a profile of expected benefits for the activity/project and how these will be monitored. You should also highlight any non-quantifiable benefits. Benefits should be assessed against the baseline of the activity/project not taking place. This is in line with the guidance provided in The Green Book published by HMT. This profile should clearly set out the expected scale of savings/benefits and when they are expected to be delivered.

Please also provide (where applicable) details of savings that are expected to accrue to other public sector organisations as a result of the proposed activity/project.

The following savings are expected in year one:

Reduction in constable numbers by ten or £500k per annum

Reduction in training by £15k per annum

Reduction in accommodation by £9k per annum

Reductions in fleet and mileage by £21k per annum

Increased capacity at peak times due to larger collaborative workforce and resources

Reduce bureaucracy through collaboration – once rather than twice

Reduction of one Superintendent and one Inspector saving £140k per annum

Reduce organisational risk due to increased joint capacity

1.5 – Risks and mitigations

Please provide details of key risks to delivery (including likelihood and impact), with details of existing/proposed mitigations.

As with any PRINCE2 project each risk should be identified on an ongoing basis and as part of the project start up. Prior to that the key risk is that of the PCCs failing to agree the sharing of further resources. This has been mitigated by gaining prior approval and by the fact that the sharing of resources already occurs.

Section 2 – How the activity or project meets Innovation Fund criteria

Please provide a brief summary of how your bid addresses each of the Innovation Fund's bidding criteria (see separate guidance). Maximum 300 words per criterion.

A. Transform policing through innovation

This bid would effectively bring about the joining of what has historically been two separate commands in two separate forces. When successful there will be one command that straddles two forces and could be the catalyst for further command collaboration.

The efficiencies will be delivered in year one through staff reductions, the sharing of equipment (best practice) and the ability to match resources to demand. Economies of scale will allow benefits to be delivered which on a one force model would be impossible to achieve.

B. Enhance collaboration

The intended collaboration is of two specialist commands and therefore has the potential when complete to extend to forces. Economies of scale will increase if more forces were to come on line. Each force has its own peaks of demand; increased scale would mean that lesser resources would be required to meet those individual demands.

Steria are Cleveland's outsourcing partner and undertake all back office functions. There will be the potential for Durham to join the collaboration and draw down on under-utilised but contracted out services such as Central Ticket Office.

We are currently in negotiation with Cleveland Fire Service in relation to co-location and joint training (public order, first aid, CBRN etc). This again becomes more viable with larger numbers involved.

C. Deliver efficiencies

Your response to this criterion should aim to quantify efficiencies as far as possible.

This bid clearly identifies the minimum expected saving which in year one is in excess of all monies required to carry out the work. The efficiencies are expected to be delivered in the first quarter of 2014/15.

The staff savings and equipment savings are easily foreseeable but not easily attained. Hence a dedicated team is required to focus full time on the negotiation of such change and plan across two forces, to guarantee sustainability and benefits realisation.

D. Be locally owned and monitored

It is expected that 40% of the value of this bid will be met by the two forces. The benefits will be shared equally.

There is already in place an effective cross force governance group called the Joint Operation Group JOG. This group managed the initial collaboration and held it to account it is ACC led with senior leaders from each force represented. In addition there is an internal project team (ORBIS) that has spent the past 12 months on a project to mirror our

command structures to that of Durham's thus making such a collaboration possible. This team will oversee this project as part of the overall change programme (Programme Management).

This bid has identified the funding sources; monies will be set aside for an independent evaluation of the collaboration to ensure transparency.

Section 3 – Partner sign-off for collaborative activity

(AS APPLICABLE) Please confirm that this bid is signed off by the Police and Crime Commissioner for each of the force areas named in this bid, and/or [responsible party for other public sector bodies] and/or set out brief details of plans to engage a private sector partner.

I can confirm that both Ron Hogg (Durham) and Barry Coppinger (Cleveland) support this application.

Section 4 – Contact details

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