

INFORMAL POLICE AND CRIME PANEL – 25 JUNE 2020

INNOVATION BOARD – YEAR ONE

REPORT BY THE CHIEF EXECUTIVE

PURPOSE OF THE PAPER

To brief Members on the first year of operation of the Dorset Innovation Board.

1. BACKGROUND

- 1.1 As part of the 2019 precept, the Chief Constable and Police and Crime Commissioner agreed to create a joint Innovation Fund, recognising that innovation is crucial to the continued success of any organisation, and the shared ambition for Dorset to transform for the future.
- 1.2 The Innovation Fund is managed through the Innovation Board. The Board is jointly chaired by Deputy Chief Constable David Lewis and Chief Executive Simon Bullock, meeting every six weeks. Ideas are able to be submitted by any member of the workforce, to a well-publicised email address. Ideas are initially assessed by the Force Innovation and Efficiency Officer, who undertakes early liaison with the person submitting the idea (the innovator), and other departments as necessary to ensure the idea is new, technically achievable and will realise the intended aims.
- 1.3 The creation of the Board, and College of Policing support, has meant that Dorset has been able to use emerging national best practice to embed and promote idea generation and problem solving throughout the organisation. This includes the appointment of an Innovation Broker, the aforementioned Innovation and Efficiency Officer, to support local innovation events – four of which have been held to date.
- 1.4 The aim continues to focus on a shift in culture to one where each member of the organisation can propose an idea in the confidence that it will be considered, and that regardless of any outcome the person proposing any idea will receive direction, signposting or be asked to become involved in further development of their idea.
- 1.5 The Innovation Board and the Innovation and Efficiency Officer have helped in creating the right environment for this to happen and helping staff understand that they are empowered to actively contribute to innovation and new ideas. Within the Innovation Broker network, the College has acknowledged Dorset's financial and structural commitment for "having taken a fantastic step in promoting innovation and taking ideas from the bottom up".

2. RECEPTION

- 2.1 To date, over one hundred separate bids have been submitted. 35% of these have progressed from idea into deliverable outcome, whether that be a particular piece of equipment, technology, process or a new post. A further 45% have been assessed by the Board for further development and appropriate support provided to the innovator. The vast majority of the remainder were found to be initiatives already underway or ideas effectively part of enhanced

business as usual. In all these cases the innovator was thanked for their idea and connected to the area of business where the idea was already in place for their further thought.

3. FUNDING

3.1 The Innovation Fund was created as part of the 2019/20 budget process by the Chief Constable and Police and Crime Commissioner. A total of £1m was made available, consisting of one off and ongoing funding, as follows:

Item	£000's	Type
OPCC Police and Crime Plan Commissioning Reserve	250.00	one-off
Dorset Police General Reserves Balance	500.00	one-off
Base budget funding (efficiency savings)	250.00	ongoing
	1,000.00	

3.2 Bids totalling £981,850 were funded in 2019/20 (see Appendix A). The remaining £18,150 within the fund has been approved by the Resource Control Board to be carried forward to 2020/21 and added to the opening balance of £500k.

3.3 The Board co-chairs have delegated financial responsibility from the Chief Constable and PCC to administer the Innovation Fund. This is supported by the Dorset Police finance team, who provide regular financial reports, which are also presented to the Resource Control Board.

4. PROGRESS

4.1 The administration of the Innovation Fund has benefitted from utilising existing OPCC processes in managing its various commissioning streams. Part of these include an evaluation to ensure funded projects deliver on the expected outcomes, and are fully embedded into the organisation allowing for a maximisation of the investment.

4.2 The first Innovation Board was held in March 2019, and focused on the 'bids' previously identified in the precept setting process, including:

- Innovation and Efficiency Officer
- Integrated Offender Management Officers x3
- Marine Crime Officer
- Rural Crime Officer
- Safety Camera Operative
- Missing Person Co-ordinator
- Bobby Van Scheme
- Cadet Scheme

4.3 As the Board embedded, and the call for innovative ideas went out, there was a shift in focus from funding more traditional roles to one of staff-led problem identification and solution. The following are some examples of ideas that started out with an individual identifying an opportunity and proposing a better way of operating:

4.4 Telephone Statement Taking

Telephone statement taking, to speed up the process and allow victims and witnesses to provide details to police without the need for a face-to-face meeting, was in development for some time. However the innovator had seen a similar system operating within another force with the same ICT platform. The system provided for the statement to be taken by phone, to be emailed to the victim/witness and signed via a remote secure platform – thereby removing the requirement for either an officer or victim/witness to travel.

This has been fully operational since October 2019 and officer and public feedback has been very positive with clear results that not only is it quicker and more efficient, but the public also find it much more convenient. The use of this innovation has significantly increased and further proven to be of value during the lockdown period.

4.5 Artificial Intelligence

Artificial intelligence systems have the ability to read millions of data points and analyse them for patterns. For crime data, this might allow better identification of persistent issues such as repeat victimisation or emerging threats such as changes in crime or incident types.

Funding allowed for the Force Intelligence Bureau to undertake an initial consideration of this type of technology, for potential future use. This review assessed the ability of such systems to undertake analysis that would previously be considered too timely and resource intensive to undertake. This initial consideration is strictly at the proof of concept level only.

4.6 Domestic Abuse Email

The 'da.advice' email pilot is an automated email facility which automatically delivers crucial initial safeguarding advice along with links to support services and various .pdf attachments direct to a victims email via their smart phone, tablet or computer.

It was set up as a result of victims highlighting that there was no one-stop shop where they could easily get a range of advice without speaking to someone. This therefore does not replace initial safeguarding, but can be used to supplement this professional advice.

To access this, a victim would simply send a blank email to da.advice@dorset.pnn.police.uk and they would receive an automatic response with the relevant information.

4.7 Joint Response Unit (JRU)

Dorset Police and the South Western Ambulance Service Trust agreed to pilot a joint response unit, crewed by a Police Officer and a Paramedic, to test effectiveness to both public safety and demand management. Both organisations supported a three-month pilot, which begun across BCP in November 2019.

During the trial period, the JRU was deployed to over 40 incidents where previously a resource from both police and ambulance would have been dispatched. Examples include:

- A female who overdosed, where the subject also had markers for violence, which would have necessitated police also attend. The JRU managed the matter in 20 minutes and no further actions from either service were required.
- A call for concern for an older female, helped by the presence of both organisations' data, which allowed her to be safely returned to her carers promptly.
- A serious road traffic collision, requesting ambulance support, but benefitting from police attendance to allow management of the scene and further direction of other police units.

4.8 Vulnerability Lawyers

Piloted in Devon & Cornwall, vulnerability lawyers provide an enhanced capability to obtain civil preventative orders to safeguard vulnerable individuals where there is insufficient evidence to charge offenders.

These roles work with partners to identify individuals whose behaviour gives a cause for concern, but does not yet meet a criminal threshold. Tools such as Risk of Sexual Harm Orders, Sexual Harm Prevention Orders and Domestic Violence Protection Orders are civil orders that allow police and magistrates to take proactive steps to safeguard potential victims before further harm comes to them.

4.9 Bobby Van
Recognising the impact of domestic burglary on vulnerable victims, and noting that Bobby Van schemes are proven to achieve a measurable and lasting positive effect on domestic and distraction burglary, the Chief Constable and PCC agreed to pilot a scheme in Dorset, for a period of two years, to be funded by the Innovation Board. Such schemes generally focus on elderly or vulnerable populations, and those who have been the victim of burglary.

Since going live at the end of January 2020, and accounting for reduced operation during the lockdown period, the Bobby Van scheme has contacted over 200 burglary victims, and carried out 88 home safety checks to date, fitting locks, door chains, window restrictors and other hardware designed to deter and prevent further burglary.

4.10 Volunteer Police Cadets
Dorset Police has, for some time, been the only territorial police force in England and Wales without a volunteer police cadets scheme (VPC). This was addressed by the Innovation Fund, and whilst the plan was to set up a single cadet unit at first (30 cadets) due to overwhelming demand, OPCC was able to recruit additional cadets leaders and make arrangements to immediately double the intake and set up a second unit at the same time. These two units initiated in September 2019, in line with the new school year.

4.11 Innovation and Efficiency Officer
The post holder represents Dorset Police as an Innovation Broker within the College of Policing and takes an evidence based approach in seeking more efficient ways of operating, an important area being collaboration with other forces, universities and the private sector. Additionally the post holder manages the input from staff of ideas into the Innovation Board and the processes involved.

5. SUMMARY

5.1 The Innovation Board is proving to be a useful endeavour. Aside from providing a mechanism for allowing the organisation to fast track Chief Constable and PCC supported initiatives through to full implementation and go-live, the Board has also spearheaded the embedding of innovation and problem solving within the wider Force, providing opportunities for staff at all levels to identify new and innovative ways of working.

6. RECOMMENDATION

6.1 Members are asked to note the report.

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Annex A – Summary of Innovation Fund Spend, year ending 31 March 2020

	£	£
Rural Crime Officer	56,700	
Dorset Vulnerability Lawyers	80,000	
Dorset Vulnerability Lawyers additional funding	24,000	
Missing Person Co-ordinator	41,400	
Bobby Van Scheme (year one)	115,000	
Cadet Administrator	40,000	
Safety Camera Operative	32,400	
Innovation and Efficiency Officer	82,000	
Marine Crime Officer	56,700	
3 x Integrated Offender Management Officers	170,100	
Complaints Triage (within force control room)	36,600	
Artificial Intelligence	20,200	
Vulnerability Alarms	450	
E-Safe (remote monitoring of sex offenders)	3,700	
Telephone Statement Taking	22,400	
Response Card System (audience response devices)	4,000	
E-cins (cloud based partner data sharing platform)	3,500	
Techniques Tool Kit (online training initiative with Open Uni)	5,000	
Drink Spiking Prevention and Awareness	2,500	
Case Conferencing Safeguarding Managers	68,000	
Force Control Room Superintendent	117,200	
		981,850
To be carried forward to 2020/21		18,150
		1,000,000