

CoPaCC - comparing PCCs, sharing best practice

CoPaCC Thematic “PCCs and Innovation” June 2014

Appendices

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A.1 Avon & Somerset OPCC

A.1.1 PART ONE: SUMMARY

Introduction

This report summarises the Avon and Somerset Police and Crime Commissioner's (PCC's) approach and work to-date on innovation as per the definition: "anything making a change to 'business as usual'". A number of case studies have been provided in part two.

Approach

The PCC for Avon and Somerset, Sue Mountstevens is firmly committed to providing the very best service to residents and to achieve this is seeking innovation, value for money and evidence based policing. Moreover, the financial challenge posed by the Comprehensive Spending Review (CSR) has made it imperative to take a fresh look at how public resources are used. This means challenging existing ways of working and putting in place the most efficient and effective people, processes and systems.

Since her election in November 2012, the Commissioner has worked to foster an approach which enables officers, partners and communities to:-

- **Think differently** – encourage and embrace new and innovative thinking, both within and across organisations. This is evidenced, in particular by the Commissioner's approach to drive to integrate services, break down cultural barriers between organisations, learn from best practice and bring new perspectives into the police service through schemes such as Direct Entry and volunteers.
- **Do things differently** - seizing opportunities to improve the way we operate. This has included innovative work to improve substance misuse arrest referral processes and victim care through the grants and commissioning process and taking opportunities to better connect local people with their police via the police and crime plan. The Commissioner has also brought agencies together to tackle complex problems for which no single agency has the solution, including mental health, road safety, business crime and rural crime.
- **Understanding and evaluating impact** – using data to help us understand the bigger picture and to work smarter. This is demonstrated through the Commissioner's support for predictive analytics techniques processes such as the multi-agency Police and Crime Needs Assessment and partnerships with academia. Through these activities, the Commissioner is working to ensure that energy and innovation is focused on the issues of greatest impact and that the effectiveness of our responses can be robustly assessed and understood.

The PCC's commitment to innovation is a clear foundation in both the Police and Crime Plan(s) and the OPCC Business Plan which are two key documents which guide the work of both the Constabulary and the OPCC.

The Police and Crime Plan¹

On delivering Value for Money, the Plan states:

“I believe that we can do more to provide value for money whilst delivering high quality services, but only by looking beyond agency and administrative boundaries and sharing innovation and good practice can we get the best deal for your money”

Objective: Free up more police time by reviewing policies, reducing unnecessary bureaucracy and encouraging radical and innovative thinking

¹ <http://www.avonandsomerset-pcc.gov.uk/Your-PCC/Police-Crime-Plan-2014.aspx>

A number of specific policy areas within the Plan highlight the importance of innovation. Some examples include:

Tackling Domestic and Sexual Abuse, particularly against Women and Children: Continue to develop prevention and education activity and innovate and implement best practice - including Domestic Violence Protection Orders, disclosure schemes and specialist investigation approaches.

Putting Victims at the Heart of the Criminal Justice System: Make innovative use of technology so that officers and staff have the tools they need to provide high quality victim care and keep victims informed of progress in their case in ways that they choose.

How you can get involved: Encourage innovative partnerships with the voluntary and community sector to better serve community needs.

The OPCC Business Plan²

The OPCC Business Plan sets out how the OPCC will play its part on delivering the outcomes set in the Police and Crime Plan. Fundamental to this are the values of the Avon and Somerset OPCC:

Values for the Office of the Police and Crime Commissioner

- ✓ **Lead and enable innovation**
- ✓ **Develop and deliver best practice in all key areas of work; “be the best”**
- ✓ **Flexibility and openness to change**
- ✓ **Shared success internally and externally (team working and partnership working)**
- ✓ **Efficiency, “working smart” and focus on priorities**

² <http://www.avonandsomerset-pcc.gov.uk/Document-Library/Finance/Business-Plan-2013-14-FINAL.doc>

A.1.2 Avon & Somerset OPCC

PART TWO: CASE STUDIES

Innovation in Avon and Somerset: Home Office Innovation Fund 2013/14

The PCC was successful in being awarded Home Office Innovation Grants for the following projects in 2013/14:

1. Citizen Portal – This project aims to develop an ‘App’ for mobile/tablet devices that allows the resident to access local authority and police public services such as online reporting and Track My Crime through one shared services icon. This simplifies access to the agencies for the resident, increasing first contact resolution and providing a more efficient service. This will be piloted in North Somerset and follows on from the innovative work undertaken already with regard to physically joining up the customer services of the agencies involved. The ambition is to roll it out force-wide and to provide a platform that can be maintained/refreshed and re-licenced and reconfigured for other constabularies. The project’s effectiveness will be monitored by a project board and upon implementation the volume of traffic from local residents using the portal enabled services and their feedback on the new interface.

2. Body Cams and digital evidence capture (incl. video) - This bid sets out a regional collaboration to radically transform the way in which digital imagery is captured and used by police, local authority and criminal justice partners. The primary deliverable is the development of a regional solution that provides a consistent, effective solution to digital imaging capture, storage, management and retention tailored for the needs of police and trusted partners, whilst eliminating the need for evidence to be presented in CD format. The project’s effectiveness will be monitored by the roll out and usage of body cams and the efficient collection and management of video digital evidence that is used in digital case files and to improve professional standards and gather a wider intelligence data set that in turn enables crime demand to be managed lower through early interventions.

3. STORM – This project falls under the Constabulary Maximising Collaboration Business & Infrastructure Programme. It has been agreed by Avon and Somerset, Gloucestershire and Wiltshire in association with Steria (the software providers). The goal of the STORM MA Platform is to deliver an innovative regional shared command and control platform to permit the sharing of specialist operational resources (namely firearms, dogs and road policing) across the 3 Forces whilst providing a disaster recovery (DR) framework. Increased technical resilience across the tri force area and a consistent high standard of public service and incident management are also within scope. The 2 other forces in the South-West region (Devon and Cornwall and Dorset) have indicated that they will consider joining the collaboration at a later date. The 'single platform' allows for others to join at any time subject to their investment in the necessary IT configurations. The technology is designed on an 'agency basis' and therefore we could share this platform with Fire, Ambulance, Local Authorities, Highways Agency etc. subject to the same commentary regarding IT. The project's effectiveness will be monitored by a project plan leading to the effective implementation of a fully operational regional shared command and control platform.

OPCC Innovation

The PCC for Avon and Somerset has also personally taken forward a number of innovative projects within the OPCC:

1. Independent Resident's Panel – In Summer 2013 the PCC recruited 10 independent volunteers to be part of a scrutiny panel looking at completed police complaint case files and highlighting good practice as well as areas of concern. The panel meets quarterly to review complaint files on a chosen theme, such as officer incivility, and meets monthly to review cases where the complainant has submitted an appeal. The panel submit feedback reports for the Police and Crime Commissioner and Head of the Professional Standards Department (PSD) and the PSD Head provides a written response. Both reports are published on the website. The Panel will annually review their work – in a 'we said you did' analysis, to ensure that there are evidence-based outcomes. The IRP was recognised by the Guardian in the article on Police and Crime Commissioners at number three on their list of 'best ideas', in November 2013³.

2. Out of Court Disposal Panel – The PCC has worked, with the support of the Avon and Somerset Criminal Justice Board, to establish an independent panel to scrutinise the use of Out of Court Disposals (OoCDs) in response to national recommendations following concerns about their appropriate use. The role of the Panel is to ensure that the use of OoCDs is appropriate and proportionate, consistent with national and local policy, and that the victims' wishes have been taken into account. Membership of the Panel comprises representatives of Magistrates, Youth Offending Teams, the Crown Prosecution Service, Her Majesty's Courts and Tribunal Service, together with voluntary sector organisations working with victims, and an Independent member. The Panel is not there to review individual decisions but instead to assess appropriate use, highlight examples of good practice and make recommendations for improvement. As well as scrutinising case files, the Panel consider performance information and changes to legislation, policy and practice to support them in their role. The overarching aim of the Panel is to bring transparency to the use of OoCDs in order to increase understanding and confidence in their use. Avon and Somerset is one of very few Panels that have been established to report publicly on their findings and recommendations put forward. Reports of the Panel, together with the response from the Constabulary and other agencies as appropriate, are published on the PCC's website⁴.

The Panel will meet quarterly, following their first meeting in February 2014. The Panel will be reviewed on an annual basis.

³ "Several PCCs have now followed the example of Sue Mountstevens in Avon and Somerset, in allowing members of the public to volunteer to oversee and scrutinise the process of investigation of complaints against the police on behalf of the public."

<http://www.theguardian.com/commentisfree/2013/nov/04/police-crime-commissioners-five-best-worst-ideas>
[published 04/11/13, accessed 16/05/14]

⁴ <http://www.avonandsomerset-pcc.gov.uk/Openness/Avon-and-Somerset-Out-of-Court-Disposal-Scrutiny-Panel.aspx>

3. Integrated Victims Strategy (Ministry of Justice funding) – As one of the ‘Early Adopters’ the PCC for Avon and Somerset is working to an innovative and visionary strategy which seeks to improve victim’s satisfaction with and influence over the services they receive. The PCC is doing this by supporting the development of a joined-up approach to victim services that has the voice of victims at its heart. This will see the launch of the Lighthouse Service in October 2014 and the commencement of commissioned support services from April 2015. A fundamental aim of this project is to transform the way that victims of crime in Avon and Somerset are supported by simplifying the process and better responding to need⁵. This work is complemented by the PCC’s appointment of a Restorative Justice Delivery Partner to work with partners to map and evaluate restorative justice services, identify gaps and opportunities for improvement and design a model to inform commissioning of restorative justice services from April 2015. Work will complete in July 2014 and will build upon existing innovative approaches in Neighbourhood Justice Panels in Bristol and Somerset, the current Pre-sentence Restorative Justice Pilot in Bristol Crown Court, as well as work in prisons and the youth offending teams. The effectiveness of work to transform services for victims is monitored by a robust programme management approach, evidence based practices informed by the current pilot to test the approach prior to full implementation, and strong leadership through the multi-agency Integrated Victims Board.

4. Local Police and Crime Plans – In responding to the statutory duty to issue a Police and Crime for Avon and Somerset, the Commissioner developed an additional suite of nine local authority level plans which aim to better connect the Police and the Commissioner’s priorities with local people. The plans serve not only as a mechanism for setting out the Commissioner’s priorities, but also providing feedback on the progress that has been made to date. Although there has been no formal evaluation of the impact localised plans have had to date, feedback received via a range of local community settings and partner organisations has been positive.

5. Establishment of relationship with academic partners and a focus on evidence based policing – The Commissioner’s partnership with local academic institutions such as the University of the West of England (UWE) has supported independent research, analysis and evaluation of projects and activity, with a focus on evidence based policing. This partnership is helping to secure the skills of criminology undergraduates to improve our understanding and response to domestic and sexual violence and burglary in particular.

6. Wide range of funding opportunities communities and providers – The OPCC makes its funding available to the communities of Avon and Somerset in a wide range of ways. This means that there are many opportunities for the community to innovate solutions to their local community safety problems. The outcomes of all projects are monitored and many are visited in person by the PCC and her team.

⁵ The Integrated Victims Strategy, Commissioning Intentions and related documents can be found on the PCC website <http://www.avonandsomerset-pcc.gov.uk/Partnerships/Victim-Commissioning.aspx>

Funding Stream [contract / grant]	Approach
<p>Victims services Commissioning⁶ [Contracts]</p>	<p>Strategic allocation of resources using the commissioning cycle</p> <p>Avon and Somerset-wide</p> <p>Aligning with existing provision and working with fellow commissioners according to the Integrated Victims Strategy (see above)</p>
<p>Community Safety Grant⁷ [Grants issued annually via Community Safety Partnerships]</p>	<p>Responsive to local need – issued by Local Authority /Community Safety Partnership (CSP) area.</p> <p>Small grants for pilot projects or larger grants for key, evidence based services.</p> <p>Used for Force-wide initiatives where it makes sense to do so. e.g. Drug and Alcohol Arrest Referral Services⁸</p> <p>From April 2014, Avon and Somerset has had the first single cross border arrest referral service in the country for drug and alcohol addicts, commissioned by the OPCC. The aim of the new single service is to have more drug and alcohol related offenders referred into treatment to reduce re-offending⁹</p>
<p>Commissioner’s Community Action Fund¹⁰ [Small grants of up to £5,000, issued quarterly by the Police Community Trust]</p>	<p>Small grants issued to organisations or community groups to address local issues. Sees a great deal of innovation to solve local issues.</p> <p>e.g. – ASB in local park – community group applies for funding to transform the local area through improved appearance, including flower beds and botanical designs. This new partnership between statutory services (Police and Council and the community) has arisen because of the specific issue of ASB in the area. The group is awarded funding with the aim of reducing ASB and will report back on their progress.</p>

⁶ ibid.

⁷ CSG grants are published annually online: <http://www.avonandsomerset-pcc.gov.uk/Partnerships/Community-Safety.aspx>

⁸ Full details of the process are available online:

<http://www.avonandsomerset-pcc.gov.uk/Partnerships/Drug-and-Alcohol-Arrest-Referral-Commissioning.aspx>

⁹ For more information about the service see the PCC’s press release:

<http://www.avonandsomerset-pcc.gov.uk/News-and-Events/News-Archive/2014/Feb-/New-improved-service-to-break-the-cycle-of-addiction-and-crime-.aspx>

¹⁰ Details of all CCAF projects funded to-date can be found online:

<http://www.avonandsomerset-pcc.gov.uk/Partnerships/Commissioners-Community-Action-Fund.aspx>

Continued improvement and innovation

The PCC is committed to continued improvement and innovation. Avon and Somerset have recently applied to the Home Office's Innovation Fund 2014/15 for the following next generation projects; many with a common theme of using technology investments to better collect, manage and use data that becomes real-time intelligence for officers that can enable earlier and better interventions:

1. "Think differently do differently" - We aim to develop an integrated model of neighbourhood service delivery which to deliver crime prevention and manage down demand on Police resources by using shared intelligence and knowledge base. The outcome will be a single vision and plan to tackle the causes of crime, anti-social behaviour and deprivation.

2. Partnership Working and Integration in the Mendip Area ("SHAPE Mendip") - We aim to release police time and improve the service to the public by: improve access, performance and efficiency of public services to the communities of Mendip District Council through integration of services with local partners, and in doing so develop a model that can be adapted and implemented in other communities across the force area.

3. Safer, Sustainable Communities - Through a pilot project in Bristol we will evidence the social, economic and environmental benefits that can be realised from (1) Designing out crime, specifically dwelling burglary and antisocial behaviour, as part of neighbourhood refurbishment projects and (2) Reducing reoffending rates through the application of Neighbourhood Justice.

4. South West Region Digital Repository (Body-worn Video Devices) - We plan to implement ICT infrastructure, storage and compatible software to develop a digital repository across all South West participating forces. The ultimate outcome being to create a regional cloud storage solution for the 4 forces allowing fast and efficient access to and management of digital evidence including video from body worn devices.

5. Advanced Analytics - "Big Data analytics" - We plan to develop a supercomputer to help law enforcement gather, analyse, and manage crime data. A Crime Information Warehouse (CIW) marries the concepts of crime analytics, predictive policing and video analytics. The CIW integrates information related to incidents, offences, arrests, and calls for service, allowing law enforcement officials to make more timely and informed decisions about crime fighting and force deployment. The outcome of enabling this analytical engine for mobile smart devices will be that the correct information can be both pushed and pulled to the operational personnel will move analytics to the front line of policing.

6. Cognitive Computing ("Watson") - We aim to develop and deliver a cognitive based computing solution to target the prevention of domestic violence. Cognitive computing systems learn and interact naturally with people to extend what either humans or machine could do on their own. They help human experts make better decisions by penetrating the complexity of Big Data. IBM Research has unveiled two cognitive computing technologies that can be used by their "Watson" systems, already helping physicians make more informed and accurate decisions faster and to cull new insights from electronic medical records (EMR). The projects known as "Watson Paths" and "Watson EMR Assistant" are creating transferrable technologies that will be extended to include Domestic Violence prevention.

7. Smarter Policing in partnership (Bristol troubled Families) - We aim to use predictive analytics technology in partnership with Bristol CC and other partners to deliver a smarter way of identifying and managing risk earlier to better direct prevention and intervention services. The outcomes will be reduced harm, threat and better safeguarding for the most vulnerable at the earliest opportunity in the most cost effective and efficient way.

Beyond this, the PCC will continue to drive innovation, best practice and seek the optimum use of public sector resources to meet the needs of the communities of Avon and Somerset.

A.2 Cumbria OPCC

A.2.1 Case Study 1: CCTV Project

Description of the innovation

The PCC has led on this innovative project, in collaboration with the Constabulary and the 6 district councils. Of note is that this is the first such scheme in the country, and whilst it has been considered in Cumbria in the past, previous attempts to agree a solution had failed.

The aim of the scheme, which was launched in February 2014, is to create a sustainable, scalable county-wide CCTV solution with up to 54 cameras across the county, proactively monitored by a dedicated central team based at Police Headquarters in Penrith in liaison with other communications centre staff and local Community Policing Teams.

It is widely acknowledged that CCTV can play a vital role in delivering a safe and secure environment for people who live, work and visit Cumbria, and supports crime prevention, reduces antisocial behaviour, and crime and disorder. It also has a significant impact on bringing offenders to justice, potentially reducing investigative time and freeing up officers.

Why this is an example of good practice

This is an example of good practice for a number of reasons.

Firstly, the electronic storage of data will allow it be shared and reviewed by agencies more effectively so saving time and will deliver a saving in effective police and CJS working time. Under the current arrangements the police have limited access if any and have no ability for control room staff to use the CCTV network to track a suspect; these issues will be addressed and will lead to more effective use of manpower.

Secondly, the publishing and review of data from the CCTV system to the public will improve transparency, and will inform and reassure the public about the effectiveness and of how the police operate.

Another example is that as the system will be owned by the PCC and the Constabulary this ensure that for the first time there will be a single point of control and full integration into Police operations for a minimum of 7 years without being at the risk of funding cuts from local Councils, thus providing stability and continuity for the medium term.

Also, the technology employed will allow local police teams to access the images on the move and from all police network connections and mobile devices to view images and react accordingly. This will also reduce the time taken for officers reviewing evidence as they will be able to view from their normal place of work rather than travel to a control room to view. Trained operators can monitor and capture evidence of criminal behaviour more effectively than dispatching a uniformed response team in certain cases.

Finally, this project will improve collaboration and the sharing of information between agencies as all data will be stored electronically.

Further information

This project enhances collaboration and is a partnership between 6 district councils, Cumbria Constabulary and Office of the Police and Crime Commissioner to deliver effective CCTV coverage of the county to deliver the aims and objectives of the Police and Crime Plan.

In addition, there is also the opportunity to engage other public and private sector partners to deliver CCTV coverage to support their day to day operation at a fee to cover and contribute to the operation of the main system.

The benefits of this will include:

- maintains current CCTV coverage and public confidence in safer communities;
- reduces the fear of crime and makes people feel safer;
- increases the detection rate so improving Criminal Justice (CJ) outcomes;
- contributes to officer safety;
- protects vulnerable people such as missing/lost persons.

By storing evidence on network devices, it could be made available to other CJ agencies fulfilling part of the obligation on the PCC & the Constabulary to meet the 'Digital First' strategy of the 'Streamlining Justice' Programme.

As part of the management and governance arrangements, regular reviews of the policing outcomes from each camera will be made to ensure its use is still meeting the stated objectives. Quarterly reports will be published on the Constabulary web site and reviewed at the Executive Board meeting between the Constabulary and the Police and Crime Commissioner, which will detail the monthly activity of each camera. This will include:

- % availability (working)
- Incidents initiated
- Arrests supported by monitoring
- Arrests directly attributed to proactive monitoring
- Interventions
- Vulnerable person incidents supported and resolved e.g. missing person
- Number and nature of complaints received about the use of the camera and how resolved

This information will be made available for public consultation purposes through bodies such as Strategic Independent Advisory Group (SIAG), Strategic Community Safety Partnerships (SCSP), neighbourhood consultation meetings etc. to demonstrate the benefit of the CCTV system to the public of Cumbria.

It is the intention that once the system delivers the benefits and savings as described above, the model will be shared with other forces.

A.2.2 Case Study 2: Sexual Assault Referral Service Project

Description of the innovation

Delivery of improvements in the services for victims of sexual abuse is one of the top priorities for the Police and Crime Commissioner (PCC), and is a key driver for the establishment of this innovative project which aims to transform the way victims of sexual abuse are supported in the county. The project aims to deliver improved and consistent victim-centred support to the victims of sexual assault in Cumbria through the provision of a fully integrated service with single point of contact for those affected.

This initiative, launched in May 2014 and led by the PCC, is a multi-agency response driven by the need to address known gaps in the existing services available in Cumbria to support victims of sexual assault. Independent research commissioned by the PCC illustrated that the support available to victims of sexual assault in the county was inconsistent, with agencies delivering different aspects individually. In addition, victims have to travel outside the county to access a Sexual Assault Referral Centre (SARC) in order to undergo a forensic assessment (should they wish), and other support including counselling and health care was often dis-jointed or not provided at all.

Why this is an example of good practice

This is an example of good practice for a number of reasons.

The initiative, led by the PCC in conjunction with Cumbria Clinical Commissioning Group, NHS England, Cumbria Constabulary and Cumbria County Council, is a good example of collaborative working and achieving results through partnerships.

The PCC was clear that he wanted people in Cumbria to have the confidence to come forward and report sexual violence and identified that it was only by all of the respective agencies and partners working together that this type of crime and behaviour can be tackled.

The project involves establishing dedicated multi-agency support to victims of sexual violence from children, young people and adults. Wherever possible, these services need to be provided in the county and need to be consistent across the county. Victims of serious sexual violence will have access to the support that they need, when they need it and this will include health care, emotional support and support through the criminal justice process if appropriate.

One of the aims of the project is to establish a SARC in Cumbria by spring 2015, which means that victims, who wish it, can undergo forensic examination in the county. Victims of serious sexual assaults will be able to contact the centre directly or via a partner agency to receive support and be referred onto other services, such as health care or an Independent Sexual Violence Advisor.

The service will operate on a county-wide basis delivering a non-gender specific service to victims which ensures both current and historic victims will have the ability to access the necessary support to help them recover.

Another aim of the project is that by improving services for victims, this will encourage more people to come forward and report these crimes.

One of the key messages from victims that became clear through the research was that victims should only have to tell their story once. The approach of a single point of contact when accessing the service will facilitate this and information will be shared where appropriate to all agencies, thus transforming the victim's experience.

Further information

As part of the management and governance arrangements, a number of critical success factors (and criteria for how they will be evaluated) have been developed and agreed by the SARC Project Steering Board as follows:

- Opening the SARC in April 2015.
 - *Building identified and negotiations under way, subject to survey agreement will be signed in near future.*

- Increase in the number of reported cases of Sexual Assault.
 - *Examination of the statistics comparing year on year reported offences, detected offences and measuring the increase. This will be reported on a bi-monthly basis at the PCC's monthly meeting with Cumbria Constabulary, as well as considered by the SARC Management Board.*

- The service meets victims' needs.
 - *Evaluation data will be collated from the forms completed by victims as they leave the service at the end of their counselling. The Victims Advocate employed by the OPCC will work in conjunction with the SARC team to identify victims who would be part of a 'user group' to assess the overall service from the Criminal Justice System and this feedback will be made available to all partners to review the service being delivered.*

- Increase in the number of successful prosecutions for serious sexual assault.
 - *Review of the statistics by Cumbria Constabulary and CPS as to whether the number of successful prosecutions increases.*

- When victims access the system, they only need tell the story once to receive the appropriate support from the organisation.

- o *Measured by victim feedback, and collation of data from the contract monitoring of the service.*

- Assessing the potential scale of the problem within Cumbria from sexual assault both current and historical.

- o *Partners will be able to collate the number of cases and where they are from for the first time as all victims both current and historic will be able to enter the service. From this data it will be possible to gain accurate information which can be used to enhance services, inform educational policies and deliver service improvement to future victims.*

- Improving the long term health of victims of sexual assault and abuse.

- o *The development of local health pathways will enable the collation of health data relating to victims that can be used to refine and improve the provision of health services, thus reducing the long term harm.*

It is the intention that once this model is satisfactorily meeting these critical success factors, the operating model will be shared with other forces.

A.3 Dyfed-Powys OPCC

CoPaCC Thematic: PCCs and Innovation May 2014

Our view

The Dyfed-Powys OPCC represents the largest geographical police force area in England and Wales, with a thinly spread population.

Our challenge in keeping communities safe from crime is that geography. With public spending down, our strategy is to do more with less – to use innovative thinking, ideas, processes and initiatives to match the needs of the public.

Background

The Dyfed-Powys OPCC is encouraged by the Commissioner to innovate and to impress upon partners, including the police force, the importance of new ideas, new ways of working and innovation which puts the public first.

We are eager to seek and adopt bright ideas from elsewhere, have our work analysed, to consider resultant learning points and to study the good practice of others.

All our thinking around innovation is focused on work that helps deliver the Commissioner's priorities: preventing and tackling crime, protecting vulnerable people, bringing people to justice, enhancing access to policing services, ensuring professionalism and spending wisely.

Case studies

The first PCC for Dyfed-Powys was elected in November 2012. There was quickly a closer focus on innovation. These case studies are among many examples of how innovative thinking has helped deliver our priorities. Each makes a noticeable change to 'business as usual' within policing.

The Commissioner's Fund

Launched in summer 2013, the [Dyfed-Powys Commissioner's Fund](#) offers grants of up to £5,000 to community initiatives that develop ideas with a positive impact on the area they serve. Its first two rounds, in summer 2013 and spring 2014, saw £161,005.74 distributed to 46 projects helping a wide range of local residents. Bids totalling around £775,000 were submitted. The process brings the police closer to charities, voluntary organisations and community groups. The key factors in achieving this are that front line officers and police staff, below the rank of Sergeant, have to sign off project applications. Assessment is carried out by local officers, using criteria such as the need for the project and the numbers to benefit. The Commissioner's Fund aims to support the objectives of the Police and Crime Plan; empower officers to contribute to local projects; and, encourage their engagement with voluntary groups. Mr Salmon hopes the scheme will help improve the lives of the people across the region. The projects reflect - in some way - his 2013-18 Police and Crime Plan for Dyfed-Powys. In summer 2013, Police Sergeant Alison Rees successfully submitted a grant bid on behalf of Age Cymru. She said: "Once the Commissioner's Fund was publicised locally it soon became a new link between neighbourhood policing teams and the community; groups started getting in touch with a view to us submitting grant bids on their behalf. They explained their plans and aspirations – and we were then able to look out for other ways in which they could be helped. In that way the Fund has helped cement local officers as part of the community network. Since the Age Concern grant success the group has regularly kept me updated; my links with them have certainly become stronger."

Links with Academia

The Commissioner wants to bring together the brains and the bobbies much more for the benefit of local

communities. An example of this is plans for a [Centre for Rural Policing and Justice](#). This is about combining the best of practice in rural policing (done every day in Dyfed-Powys) and the best thinking about rural policing (done every day in our universities). The Commissioner says: “Get it right and we’ll be able to support police decisions better, widen academic evidence behind policing (traditionally very urban) and give opportunities to staff on both sides to improve their skills.” A £44,000 College of Policing grant helped get the ball rolling. Mr Salmon and Dyfed-Powys Police are now collaborating with the Cardiff-based Universities’ Police Science Institute (UPSI) and others to start a high-level network to develop new expertise in keeping rural communities safe from crime. The work we do with UPSI and others will lead to people in some of our most isolated areas feeling safer. The collaboration will initially build new working relationships between academic establishments, Dyfed-Powys Police and the OPCC. This will help develop new skills throughout the police force to build and use research evidence to improve all aspects of frontline policing. The Centre for Rural Policing and Justice will provide a network to develop and share information, best practices and approaches to rural policing. Its work will improve policing and justice in rural areas – the biggest challenge faced by Dyfed-Powys Police. Kate Williams, of the Welsh Centre of Crime and Social Justice at Aberystwyth University, said: “Research concerning the impact of - and opportunities provided by - rurality in the delivery of criminal justice services and in patterns of crime and building of criminological theories is long overdue.”

Media Engagement

With the public of Dyfed-Powys reading mainly one of many local weekly newspapers and with a high proportion of isolated rural communities, the Commissioner makes great use of the traditional media and social media to deliver his messages. The innovation has entailed regular communication and meetings with editors and journalists, a consistent flow of publication-ready localised information to the newspapers, regular social media activity with the newspapers and a wide-ranging consultation with editors which resulted in a positive change in police force media relations. Planned now is an innovative [newspaper hotline](#) - Cardigan-based local newspaper the Tivy-Side Advertiser is offering the chance for readers to voice their views on crime and police matters. Editor Sue Lewis has invited Police and Crime Commissioner Christopher Salmon to her office to take public questions by letter, phone, email, text, Twitter or Facebook. They will be joined by a local solicitor. Mrs Lewis said: “I’m eager that readers’ views are heard; this is a great opportunity to ask questions about concerns such as antisocial behaviour, road safety, thefts and going out after dark.” Much OPCC activity is backed up with regular Twitter and Facebook updates, with use being made of two-way communication to publicise our work and to address public areas of concern.

The Mental Health Triage Unit

This mobile safety initiative to help vulnerable people won £90k funding from the Home Office. It will see two specially equipped vehicles staffed by police officers and with facilities for mental health nurses. They will help those in mental distress when involved in an incident. Police - often first on the scene at an incident – now occasionally have no choice but to take the person into custody until health treatment can be provided. It is hoped the [Mental Health Triage Units](#) will reduce the need for such action. A partnership between Dyfed- Powys Police, Hywel Dda University Health Board, Powys Teaching Health Board and the Welsh Ambulance Service, the units could be operational by the end of this autumn. Mr Salmon said: “For a number of reasons, police cells are regularly used for those suffering with potentially traumatic episodes. Our idea is the innovative alternative; it will provide the most appropriate service to people in mental distress at the earliest opportunity – and will save time and money for the police, ambulance and health services. This project will offer new support to individuals at a time when they’re particularly vulnerable and will help Dyfed-Powys Police and others become more effective on the front line.” Hywel Dda University Health Board Deputy Chief Executive Karen Howell said: “This innovative development will ensure that vulnerable people experiencing a mental health crisis receive timely and appropriate care and treatment more flexibly in their own communities.” Police cells are used to hold individuals with mental health issues when health services are stretched or when the individual has drunk too much or is being violent. Dyfed-Powys Police managed 176 such detentions in the 10 months up to February 2013. Only three (2%) resulted in a crime being recorded and, on average, it took eight hours 48 minutes in detention for the individual to be seen by the appropriate mental health team. It is hoped that the new units will decrease such detention figures by 80% and that a £249,200 police saving will be made in 2014-15.

Public Engagement

The Dyfed-Powys OPCC represents the largest geographical police force area in England and Wales, with a thinly spread population. Our challenge in public engagement is that geography. Our strategy is to meet the public on their terms wherever possible and to communicate with them regularly, effectively and efficiently to match their needs and our resources. We engage with the public bilingually (English and Welsh) in print, by phone, digitally and face to face. We try to do so in a manner accepted by all sections of the community. The first PCC for Dyfed-Powys was elected in November 2012. There was quickly a significant increase in public contact on that undertaken by the predecessor body. The OPCC acknowledged the need to revise a previous engagement framework with new responsibilities and accountability. It committed to engaging with the public and partner organisations. The OPCC make use of the following effective ways for engaging with the public: extensive use of our website and social media; the encouragement of regular media coverage; harnessing public opinion and skill; public votes; hosting public meetings; accepting speaking engagements for the PCC and Deputy, ranging from schools to influential conferences; internal engagement; feedback from citizen's panels; and producing regular newsletters. 2014 brought an innovative new series of engagement events – [Your Voice days](#) - around the region. These see the Commissioner spend a day in a local community, meeting groups and individuals to further understand local needs, concerns and ideas in crime and policing. The process includes an assessment of existing local issues, a detailed schedule, note taking on the day, follow-up notes to those seen by the PCC and a log of action points on the website. Each Your Voice day is supported by media releases, photography, website stories and social media activity. Other plans for 2014 include: webcasting PCC meetings that are open to the public and a website relaunch with the accent on two-way communication with the Dyfed-Powys population.

Youth Offending

On his election, PCC Christopher Salmon inherited three Home Office funds targeted at Dyfed-Powys community safety issues. From 2013-14 the Home Office determined that this money would become part of the main police fund. Mr Salmon decided to distribute it to existing service providers until this year. The 2013-14 money – £206,000 – went to four Community Safety Partnerships and four Youth Offending Teams, one of each in all of Dyfed-Powys's four counties. From 2014 this changes, with Mr Salmon looking for innovative solutions from partners. The [Prevent](#) project run by Carmarthen-based charity Hafan Cymru will reduce youth offending across Carmarthenshire, Ceredigion, Pembrokeshire and Powys. The work, with a close focus on substance misuse and domestic abuse, is likely to include volunteer ex-offenders as guest speakers and peer mentors to inspire young people who are disengaged from traditional support provision or authority figures. Hafan Cymru chief executive Cathy Davies said: "Prevent will have a focused and highly targeted approach, working with youths who are either at risk of offending or have already done so. With substance misuse and domestic abuse often being factors in the lives of such individuals, Prevent will address such issues." Mr Salmon said: "I want innovative ideas to improve behaviour and keep communities safe – and the Hafan Cymru tender presentation gave me just that in relation to youth offending. There are incredible challenges presented by crime and anti-social behaviour, and I'm in the process of commissioning a suite of services responsive to today's needs."

Summary

Innovation is being used to put the public first across Dyfed-Powys. The OPCC puts much effort into innovation but is eager to continue looking at improvements to reflect evolving public needs.

A.4 Humberside OPCC

Introduction

When I stood for election as Police and Crime Commissioner, it was clear in my mind that if I was going to make a difference to the people of East Yorkshire and Northern Lincolnshire, to reduce crime, make our communities safer and improve the quality of services to victims, there would need to be a major sea-change in the way we did business. The austerity measures in place to revitalise the economy have forced all public sector organisations to look at how we deliver services. In tough times, necessity is the mother of invention, and is usually when innovation comes to the fore, where bold ideas which at first may seem impossible, come to fruition.

The Police Reform and Social Responsibility Act 2011, which created Commissioners, states: “PCCs must bring together community safety and criminal justice partners, to make sure local priorities are joined up.”

I was determined to play my part in creating a ‘big team’ to harness the energy and enthusiasm of the public and our community safety partners. This document sets out the huge volume of work that has been implemented during the last 18 months to find solutions to the problems we face today and in the future.

Matthew Grove
Police and Crime Commissioner for Humberside

Public Engagement

This area has been covered in detail in CoPaCC’s previous thematic, so I will not cover it in depth here, but it definitely demonstrates innovation in the way I have connected with the public. Whilst some other Commissioners have chosen to hold public meetings in halls, or closed surgeries by invitation, my approach from day one has been to go where the public are, not expect them to come to me. My public street surgeries every fortnight have allowed residents to actively engage with their Police and Crime Commissioner, which in turn allows me to hear issues they want to be addressed. I have been able to connect with the public in a way the former Police Authority never did. They now have a face and a name to call upon for help, and I have been able to help many of them get the answers and solutions they were searching for.

Mobile data

One of the key areas of my Police and Crime Plan is to improve the visibility and accessibility of our police officers and PCSO’s.

The Policing Innovation Fund was announced by the Government last November and applicants were invited to put forward ideas for improving policing. A joint bid for a share of the £20 million fund was made on behalf of Humberside and South Yorkshire Police, who share IT services, in line with the qualifying criteria which required applications to “demonstrate innovation, an opportunity for collaboration and commitment to supporting improved digital working.”

In February I was delighted to announce that £1m from the Innovation Fund had been awarded jointly to the two forces to collaborate in developing Mobile Technology, including Tablet devices and lightweight laptops to free up more time for police officers and PCSO’s from admin duties so they can spend more time on the beat protecting communities.

The joint bid featured the findings of a pilot study in which mobile technology was tested to increase the visibility of police officers and PCSO’s on patrol in their communities. During the pilot, officers were provided with Tablet

devices and laptops enabling them to work within their communities without the need to return to the police station. Early feedback showed this allowed them to complete paperwork in a variety of locations, including the homes of victims of crime, speeding up and improving the service.

The award has helped us to push forward with our plans to free up our officers and get them out of the yo-yo cycle of returning to buildings to check police systems and fill in paperwork. Whilst we can't totally free them from administrative tasks, this technology makes it easier and quicker for them.

I am constantly told by the public they want to see police officers and PCSO's out on patrol in their communities, not hidden away in police stations, but at present our officers are pulled back into buildings every day.

This award will also allow us to move forward with our plans to open more police contact points in shared buildings, which I will mention in more detail later. Across the force area officers will now be more widely distributed in more communities, not just concentrated in a few large police stations as they are at present.

The trials showed officers were able to spend up to two hours extra per shift on patrol when they had mobile technology available to them. Multiply this across the force and it will lead to a significant increase in our police presence and allow a better service to residents.

Humberdale Police Assistant Chief Constable Alan Leaver echoed my thoughts, saying: *“Providing mobile technology to officers and staff when and where they need it allows them to be out and about in our communities which is where the public wants to see them. Not only will it offer the opportunity for greater visibility but it will enable officers to work more efficiently and effectively, delivering an improved service to the public.”*

Victims' services

Since I took office, I have held regular closed surgeries with victims of crime. These have been facilitated by Victim Support at their offices or the victims' own home. I have sat, often for hours and listened to harrowing stories from victims of the most serious crimes such as rape, sexual assault and domestic violence. I have also met families who have lost loved ones, and I am frequently moved to the point of tears as they all relate their experiences, not just of the ordeal they suffered at the hands of the perpetrator, but the support, and sometimes lack of support they were given by the police, the criminal justice system and other agencies. These meetings act as my rocket fuel, the victim must always come first as these crimes erode and damage the lives of many families, as well as diminishing life chances for our children. Considerable work is going into the preparation for the commissioning of victims services from October, but I have already acted locally to make a difference.

In May this year, I made a grant of £41,000 from my Community Safety budget to fund an Independent Sexual Violence Advisor (ISVA) on the North Bank of the Humber for the next 12 months.

There were two advisors employed on the South Bank and one in the North, which I identified, was disproportionate. There cannot be a postcode lottery with a service as serious as this. The funding has been provided to Victim Support to employ a second advisor to work in Hull and the East Riding, delivering a vital service to victims of sexual crime.

The role of the ISVA is to provide ongoing support to victims of recent and historic sexual abuse and make sure they have the best advice on what counselling and other services are available to them, the process involved in reporting a crime to the police, and taking their case through the criminal justice process, should they choose to do so.

In my Police and Crime Plan I prioritised victims of serious crime, those who are persistently targeted and the most vulnerable. Victims of sexual abuse often fall into all three of those categories and need the best support we can give them.

We already have a first class Sexual Assault Referral Centre (SARC) in the area providing round the clock care and support to people who experience sexual violence, and we work closely with the health service and criminal justice

system. The ISVA's are a vital part of helping victims to recover and a strong shoulder to lean on at a time when they need it most. The funding I am providing will ensure there is always support available to those who have suffered some of the worst types of crime, no matter where they live.

I have also asked for further reports on the provision and availability of Domestic Violence services and support for child victims of sexual violence in each local authority area. The information I am gathering will help him determine how and where future funding decisions are made.

This followed on the back of another funding decision in March when I stepped in to save a local centre helping victims of rape and sexual abuse, after their funding was reduced by central government.

The Hull Rape Crisis and Sexual Abuse Service was facing closure and staff were given redundancy notices after The Ministry of Justice reduced their annual funding from £30,000 to £20,000. The board of trustees at the service already raises a further £10,000 per year to keep the centre going, and having to double that amount to make up the shortfall was looking impossible.

After hearing about their plight, I agreed to provide £10,000 per year for the next two years from savings I have made in the running of my own office, securing the future of the service until 2016.

Rape and Sexual Assault are devastating crimes which can leave a lifelong effect on their victims. Hull Rape Crisis now continues to do vital work to support victims and help them get their lives back on track. When I was elected I made a pledge to put victims of crime at the forefront of everything I do, so I was very concerned to hear this service was facing closure. Since I replaced the former Police Authority I have managed to make significant savings in the running of my office, and I was delighted to be able to use some of that money to support the work of Hull Rape Crisis and keep the centre open.

Following the decision, Hull North MP Diana Johnson said: *"After funding cuts from the Ministry of Justice put the future of Hull Rape Crisis Centre at risk, it's a great relief that we've been able to work together locally to find funding to keep the current level of service and prevent victims of rape having to travel 60 miles to Leeds."*

Charlotte Kemp, Centre co-ordinator at Hull Rape Crisis added *"We would like to thank Matthew for providing the shortfall of £10,000 per year for the next 2 years. We appreciate all the work that the volunteer counsellors provide to the women who use the service and to the two paid part time staff who work tirelessly to fundraise, promote the service and raise awareness around sexual violence and personal safety within schools and colleges"*.

Restructuring the force

In early 2013 I appointed a new Chief Constable, Justine Curran, an officer with an outstanding record who I consider to be a Chief for the 21st Century. I gave her one performance goal, to reduce overall crime. No more chasing figures, I want discretion and common sense to be the guiding principles of our officers, not statistics. The freedom to do the right thing for the public at the time, even when it's not the way things have always been done.

I asked the Chief to redesign the force to deliver the service required by our residents with the money we have available. To start afresh with a blank sheet of paper, with the needs of the public at the heart of everything we do. She has not let me down, consulting with staff, listening to their opinions and implementing the most ambitious change programme the force has seen for decades. By the start of 2015/16 we will have a redesigned force fit for the challenge, and I am confident our residents will see an improved police service.

There was one other clause I gave the Chief, to recruit new officers every year.

After I was elected, I discovered the force had not recruited new Police Constables for some time. I was concerned this was creating a gap in the organisation which would cause problems in years to come, and blocking the progress of some of our dedicated Special Constables and support staff who aspired to become full-time PC's.

Despite the financial challenges we face, I encouraged the Chief Constable to undertake a regular recruitment of officers to replace some of those who are retiring, and I was encouraged to see 17 new constables begin their training in March 2014. All were recruited from the Special Constabulary, PCSO's and support staff, meaning the path to a career in policing has been restored, and the message has gone out to anyone who wants to pursue a career in policing that there WILL be opportunities in the future, and the best way to get started is to join the force as a Community Safety Volunteer or Special Constable.

Working together to protect the public

As part of my Police & Crime Plan, we have developed supporting objectives around managing dangerous offenders and protecting children, youths and vulnerable adults.

This area of business is not often visible or obvious, but requires a coherent response. It is a key responsibility of the police service, working with both statutory and voluntary partners.

Through consultation, the public clearly identify this area of business as a key issue, and see the potential risk of serious harm. The police are also in a unique position to identify early warning signs when children, young people or vulnerable adults are suffering abuse or harm, and play an essential role in their protection.

I have therefore placed tremendous focus on this area of business, as well as the more obvious areas of volume crime reduction, mobile working and other areas of business which are more visible and arguably easier to get to grips with.

If we look at Humberside, there is much good practice within the police and partner organisations which enables us to tackle and confront this difficult and demanding area of business head-on. It is one reason why I believe we have such a low rate of domestic homicide locally.

I cannot stress enough the importance of partnership working between agencies. If we do not work together, there is every possibility that things will fall through the 'gaps' between responsible organisations. I intend to continue bringing the issue of protecting the public out into the open and confront issues head-on.

I have taken an innovative multi-layered approach to tackling the issues, and I will continue to build on this in the future. The steps I have taken so far include, as I have mentioned above, regular victims surgeries, the funding of Hull Rape Crisis and a new Independent Sexual Violence Advisor. But more work is ongoing:

(1) I am looking to fund Independent Domestic Violence Advisers (IDVAs). At the heart of services to victims of domestic violence is a national model which prioritises victims at high risk of serious harm or murder. This model depends upon specialist support from trained advisers called IDVAs. IDVAs are independent and provide emotional and practical support, engaging adult victims from the point of crisis and mobilise the resources of many different agencies to keep each victim and, where necessary, children safe. The effective coordination of other public services now happens through the work of Multi-Agency Risk Assessment Centres (MARACs), meetings usually chaired by the police, where statutory and voluntary sector partners work together to share information on the highest risk cases, and a coordinated safety plan to protect each victim is developed. In my area, IDVA/MARAC provision has historically been funded locally from public bodies and from a range of charitable organisations mainly with one off or short term funding. As we are all fully aware, funding is getting much tighter during these austere times, and our IDVA provision was identified as a patch work / postcode lottery with variable working practices for IDVA services working in the community. I am currently researching funding arrangements for IDVAs and hope to share responsibility with those other organisations who have a vested interest in preventing and reducing domestic violence such as Local Authorities (including public health) and Clinical Commissioning Groups through a pooled budget arrangement. The aim of my approach is to provide long-term stability and certainty for the domestic violence services across my area. This requirement came out of a violent crime

summit that I organised on my arrival in office, namely to increase the capacity of IDVA provision.

(2) I have also been doing significant work with the SARC (Sexual Assault Referral Clinic). The SARC provides round the clock care and support to people who experience sexual violence and demonstrates good partnership working between healthcare and the criminal justice system. There are two things that I have done to date to support the valuable work of the SARC, namely I have invested in and developed (using my own in-house team) a new victim-focused web-site www.casasuite.org.uk providing valuable information to people to encourage them to use the service by seeing first-hand that it is there for them. In addition, there is also an issue, raised by Victim Support and the SARC Manager about the lack of effective support in the area for children and young people. In some cases child victims of sexual abuse were being taken to Leeds for treatment. This was clearly not good enough and I was so concerned I raised the issue with the Health Minister. This triggered a response locally and there has been a marked improvement in service since. I am currently asking whether there is any opportunity to fund a specialist advisor to support young people at risk of or suffering sexual violence and/or sexual exploitation. This is an issue which I am actively exploring further with partners.

(3) I have, as part of the Stage 2 transfer of staff, developed a shared corporate support team which report direct to me, whilst providing a service direct to the Chief Constable. One of the first things I did was bringing information management under my day-to-day control and I immediately instigated a piece of work to develop a performance management framework for domestic abuse, something which was recognised as a requirement by HMIC. This work is now complete and provides the Chief Constable, officers and partners with a much richer picture of the scale and nature of domestic abuse offenders and victims in my area. The next step is to incorporate a wealth of criminal justice data in order to widen the picture. It's the same story in relation to serious sexual offences as well, where I have recently completed an even more detailed framework for serious sexual offences. Here are some comments from people using the new information:

"Thanks again for all your hard work on this. Very impressive!" - Assistant Chief Constable

"I wanted to thank you for the report you compiled for me in respect of serious sexual assaults. This information is not only used by myself but by a number of other agencies in the Force area. This report is helping agencies work together to ensure that a first class service is being offered to victims of sexual crime. It is working from a crime prevention perspective, treatment for victims and aftercare for victims. The report is very detailed and accurate and I appreciate the time and effort that you put in to this report. It is invaluable." - SARC Manager

"Can I thank you for supporting us for the public protection work on domestic violence, sexual offences and hate crime... exceptional." – Detective Chief Inspector (Protecting Vulnerable People Unit).

(4) I have driven the Force in implementing a centralised Protecting Vulnerable People Unit. The need for a single process was recognised by HMIC and this move locally is a really positive step. The Force has many highly committed and dedicated individuals who are already seated in this arena, and centralisation of the function will allow them to build on previous successes, delivering a service which will protect the public and have a positive impact on the victims' journey. The function will also build upon existing work in fully engaging the entire organisation as well as partners.

(5) I am also supporting the award-winning 'Strength to Change' project in Hull, which is a small but dedicated team of people who work with the perpetrators of domestic abuse, in order to help them change their behaviour and to turn their lives around. I have visited them in the last year and I am committed to supporting and building on the excellent work they do. This is truly innovative work. There has been a consistent 64% reduction in the rate of re-offending by men who have completed the project, as well as a steep drop in the number of police call-outs and severity of incidents. It is estimated that the service saved the taxpayer £8m in the first 16 months alone.

Finally, I also recently attended and spoke at a conference locally on Child Sexual Exploitation (CSE). It was an informative and moving conference, inspired not just by the professionals but also by victims of these horrendous crimes. I am working to now gain a better understanding of CSE, our system capabilities, and ensuring that we record CSE intelligence much better. We can reduce serious harm to our children if we work together. I believe that the more small steps we take, and I have highlighted above the small steps I have been making so far, then we will eventually achieve one big positive outcome for local people.

Commissioner's Crime Reduction Fund

As soon as I was elected I made a promise to sell the luxurious building I inherited from the former Police Authority, The Pacific Exchange, and use the proceeds to create a fund for local community projects that will help me deliver the outcomes in my Police and Crime Plan.

At the time of writing this thematic, I am in the final stages of selling Pacific Exchange to Hull City Council. The net proceeds from the sale, around £350,000, added to the significant savings I have made in the running of my office since my election will help to create the Commissioner's Crime Reduction Fund of over £1 million, where local community and voluntary groups across East Yorkshire and Northern Lincolnshire will be able to submit bids for projects to aid crime reduction and community safety. I'm looking forward to some innovative ideas put forward!

I will now relocate my team into more modest rented accommodation which I hope will be shared with another public sector partner, generating further annual savings which will also be added to the Fund.

In my Police and Crime Plan, I have asked Humberside Police and our partners to look at the savings and efficiency that can be obtained by co-locating our services. It's important to me to lead from the front and set the example, and by doing so create something that will benefit our communities.

Collaboration with public sector partners

In my introduction, I spoke of creating the 'big team' to reduce crime and make our communities safer. Following my election I appointed my deputy Paul Robinson with the specific remit of working with partners to identify areas where we could work together, generating savings which could be ploughed back into frontline services to better serve the taxpayer. Here are some of the innovative solutions we have so far embarked upon.

Local Authorities

We are actively negotiating with local unitary authorities, town and parish councils to provide police contact points in public buildings, increasing accessibility and visibility of Neighbourhood Policing Teams. The first of these opened in Crowle, North Lincolnshire in March 2014, where residents now have improved access to their local police following an agreement with North Lincolnshire Council to have a permanent police contact point at the town's Community Hub.

Every Monday, a PCSO is based at the Hub to speak to residents, deal with any issues and give advice on crime prevention. If the service proves popular, it may be extended to cover other days of the week.

I hope this will be the first of many across the Humberside force area. There are some fantastic opportunities to improve our residents' access to their local police teams by locating them in shared buildings with our public sector partners.

I'm delighted that North Lincolnshire Council share our vision on this, they are already funding five PCSO's across the council area with more to follow, and see the mutual benefits of working closely with us to improve neighbourhood policing.

Once we begin the roll-out of mobile technology to our officers, they will have access to all the systems they need to be able to spend more time out of police buildings and on patrol in their communities where residents want to see them.

Councillor Liz Redfern, Leader of North Lincolnshire council said: *"We are working with Humberside Police on a number of initiatives that will have many benefits for local residents. We are continuing to fund a number of PCSOs, and this in addition is a great opportunity for people to speak to their local neighbourhood policing team to discuss any problems or issues they might have. Many residents don't know who their neighbourhood policing teams are so this is the ideal way of meeting them and finding out what work they do in the area. If this proves a success we will look at increasing the number of Police Contact Points across North Lincolnshire."*

Humberside Fire and Rescue

On the first day I took office, I was presented with a decision record to sign off the development of an £8m building for the force, prepared by the outgoing Police Authority. A major part of the facility was a vehicle maintenance depot. I knew that just 5 miles away from the proposed site, the Fire Service was planning a similar project of its own.

I asked them to go away and talk to the Fire Service, saying I would not sign the decision unless they explored all possibilities to collaborate. In October 2013, after months of negotiations, a joint plan was developed to support the maintenance of police and fire service vehicles across the Humber and Yorkshire region.

The new site will also enable Humberside Police to consolidate a number of other departments at seven different sites into one location, moving out of some premises that are leased and disposing completely of others. This will raise capital receipts to offset the cost of the new building, and in addition it is estimated these changes will generate further savings of approximately £200k per year for the two organisations. The energy efficient building will also result in reduced energy and running costs compared to existing accommodation of around £69k per year.

Further cost savings will be achieved through a number of collaborations with neighbouring police forces, with the building housing the Yorkshire and Humber regional underwater rescue unit.

In addition to this development, we are already collaborating on fuel bunkering with two local authorities and with the Fire Service on Community Safety Volunteers and driver training. Together, we are demonstrating that in the face of funding challenges, we CAN join forces to meet them and improve the protection we deliver for our communities.

Councillor John Briggs, Chair of Humberside Fire Authority, said: "This is a true example of real partnership working and Humberside Fire Authority is committed to its absolute success in conjunction with our colleagues in the Police. In the future we will continue to explore new initiatives which could enhance the service we provide to all communities across both sides of the Humber."

Chief Constable Justine Curran said; "We talk a lot about working together so it is great to be able to see this becoming a reality with a commitment to working side by side on vehicles and getting more for our money for our communities. Hopefully it is just the start and who knows where it will take us"

Chief Fire Officer Richard Hannigan said; "The vehicle and equipment workshop collaborative is a great example of how the emergency services in the Humber Area can work together to provide a state of the art facility at the lowest possible cost. Local blue light services are proving that together they can provide a great service to the public even in the face of severe financial pressure."

Volunteers

Since my election, I have championed our Special Constabulary and Community Safety Volunteers. I am in deep

admiration of any member of society who gives up their time, and even puts themselves in harm's way to serve their community. I encouraged the force to increase the recruitment of special constables. When I took office this was only happening in selected areas. I am delighted that there is now a force wide recruitment campaign and the number of specials has risen by over 100 and continues apace.

Over 40 more Community Safety Volunteers have been recruited. We share our team with Humberside Fire and Rescue and they are an amazing bunch of people aged 18 to over 80, who devote their time to give crime and safety advice to residents, from shed alarms to cycle postcode engraving, and assisting the force at community events.

They truly live up to Robert Peel's words that 'The police are the public and the public are the police'. I am indebted to them all.

Youth Engagement

In my Police and Crime Plan, I talk a lot about getting upstream of crime. To engage young people in worthwhile activities to give them something better to do than hanging around on street corners and getting into trouble. The vast majority of our young people are hard working, dedicated and ambitious, a credit to their communities. A minority however, for various reasons, are on the cusp of criminality, or already known to the police.

In 2013 I provided funding of over £220,000 to support young people through a range of positive activities and interventions to reduce the risk of them becoming involved in anti-social behaviour (ASB) and criminality. I have commissioned national charity Catch 22 to work with Humberside Police and local authorities to reduce youth related crime and ASB through a programme called Positive Lifestyles, aimed at vulnerable young people aged 8-19.

Catch 22 are delivering youth activities in key ASB hotspots. Street dance, football, mobile youth units, portable CAGE football and a mobile climbing wall are just a few examples of the positive activities on offer for young people through the programme. Positive Lifestyles is also highlighting specialist sexual health support to young people in the area.

We have some great young people and it's important we invest in their futures. Catch 22 have an impressive track record of delivering results through these programmes in other areas, and Positive Lifestyles will be the largest youth crime prevention programme in ours.

Our young people are our future. Every pound spent on them can be money well spent. There are not enough positive role models for young people today, having youth workers and support staff will provide excellent role models who can show our young people a more positive way to spend their time, and that there are alternatives to hanging around on street corners. I hope Positive Lifestyles will be something that will last them a lifetime.

Rural Crime

Humberside Police's affiliated 'Farm Watch' recently launched warning signs to criminals who target farms and rural businesses.

It is known most criminals will visit the scene of a potential crime to check it out and return later to break in, or trespass on farm land for poaching or illegal sport such as hare coursing. The signs have been created to inform potential criminals the area is protected by a Farmwatch scheme and they are being watched. Also, each sign has a unique number which can be used by police on the scene to provide instant information from a database about the location such as who the land owner is and their contact details, an invaluable aid when you are in the middle of nowhere!

The signs were funded by me and made by inmates at a local prison, HMP Humber, after I approached the governor with the idea, ensuring those 'on the inside' put something back into our communities.

I have always been a keen supporter of Farmwatch. Since taking office I have seen with my own eyes all they have achieved in reducing crime in their communities at little or no cost but the use of their local knowledge and personal commitment as scheme members. Tackling crime in rural communities needs sustained effort by the community, police and partners working together.

The Future

As we move forward, I will continue to explore every opportunity to bring new innovative ideas to improve policing and the community safety sector, promoting good practice and sharing work with our partners for the benefit of residents.

Our mobile technology programme will allow innovative delivery of policing and maximise the time spent dealing with the public and targeting crime.

I will continue to identify gaps in victim service provision and adopt procedures to fill those areas where vulnerable people are both at risk and need support once they become a victim of crime. I will also invest in getting upstream of crime wherever possible to reduce the number of victims and the impact of crime on the public.

The world is changing; policing must adapt and change with it to serve the public. That will only be achieved through innovation.

A.5 Leicestershire OPCC

Innovation Information for Thematic

Community Remedy

Whilst “community remedies” have been in use in Leicestershire for a number of years (as they were a pilot area), the Anti-Social Behaviour, Policing and Crime Act 2013, places the responsibility for oversight of this process upon PCCs (previously there was no specific oversight outlined in legislation), as part of this the legislation requires PCCs to publish a Community Remedy Document which outlines the framework by which Police Officers apply community remedies as a solution to low level crime and ASB. The Act prescribes that in the preparation of this Community Remedy Document a PCC must consult with members of the communities that make up their Force areas.

In Leicestershire, the PCC utilised the database which had been accumulated over several years of people who had taken part in previous consultations regarding policing in the area and who had consented to be contacted again in the future as part of future consultation exercises. Over 3,000 of these provided e-mails as a preferred means of contact and these were e-mailed a web survey asking whether respondents agreed with the contents of a draft proposal of a Community Remedy Document.

To date over 1,200 have responded and their opinions will be taken into consideration when the PCC produces his Community Remedy Document later in the year.

Commissioning

To Support his Police and Crime Plan, the Commissioner in Leicestershire led the way in supporting his Police and Crime plan priorities with a clear Commissioning Framework which supports the Chief Constable in reducing Crime by commissioning outcomes. This framework was informed by key partners and includes not only direct commissioning to support the Commissioner in his priorities, but also by co-commissioning with partners to achieve the best value for money for taxpayers for outcomes by working collaboratively together towards common goals.

In 2014/15, the Commissioner has prioritised £3.8M for his Commissioning framework and in addition to co-commissioning for important areas such as Youth prevention and diversion, substance and alcohol misuse and Integrated Offender Management; he has led the way in procuring services to support the resettlement of adult offenders post release from a prison sentence of less than 12 months through mentoring. In addition, he has recently tendered for a multi-year contract for Youth mentoring.

Youth Commission

Sir Clive Loader, Police and Crime Commissioner (PCC) for Leicestershire, is leading the way on a new initiative to involve young people in finding solutions to crime.

In 2013 Leicestershire was the first area to sign up to a ‘Youth Commission’ pilot project in which the Commissioner worked in partnership with young people in a ‘Big Conversation’ to develop strategies to address urgent issues in their areas, including anti-social behaviour, offending and re-offending, hate crime, drug and alcohol abuse, knife crime and the relationships with the police.

Sir Clive believes that listening to young people and then involving them in forming a solution is vital to repair the often difficult relationship between young people and the police.

Between July and October 2013, the ‘Big Conversation’ asked 2,000 young people across Leicester, Leicestershire and Rutland for their views on what needs to be done to tackle crime and improve policing.

Under the guidance of a voluntary youth advisory group the project formed an ongoing dialogue with Sir Clive aimed at supporting, challenging and informing his work. The final results will be published at the end February 2014.

Sir Clive is working with a charity, the SHM Foundation, to deliver the project. With training and support from the SHM Foundation, the Youth Commission were made up of a diverse cross-section of 14-25 year olds from Leicester, Leicestershire and Rutland. Although they worked within necessary guidelines designed to protect young people, each group helped to decide the shape of their own 'Big Conversation' and what issues they examined.

On 17th December 2013 members of the Youth Commission presented their findings from their 'Big Conversation' to the Police and Crime Commissioner, senior police officers and a diverse audience of 90 invited guests. Post the presentation, the Youth Commission, the Police and Crime Commissioner and Leicestershire Police are now working in partnership with the Police Advisory Group for Race and Equality (PAGRE) to establish a Youth Police Advisory Group (YPAG) to advise on policing matters with new members of the 2014 Youth Commission cohort.

The youth police advisory group will review elements of operational policing delivery including people and culture to build a strong working environment that includes everyone and that encourages all staff to develop and make progress. This will be supplemented with their assistance to develop organisational processes which build equality and how the police service manages its performance.

In carrying out this role YPAG will constructively challenge and provide independent advice on the systems and processes developed to progress the Equality Improvement Model for the Police Service. This is not a scrutiny role but offers development by using community insight.

In addition a Youth Commission Observer scheme will be introduced and provide access to police training development and key service delivery areas and provide the opportunity to report their observations and findings to the Youth Police Advisory Group (YPAG).

Partnership Performance

Since his appointment in office, the Leicestershire Police and Crime Commissioner has played a pivotal role in developing and enhancing partnership working in Leicester, Leicestershire and Rutland. This includes partners sharing in the achievement of Police and Crime priorities, sharing and highlighting their achievements in the Commissioner's Annual Report and working with the Commissioner's Office to develop a partnership performance dashboard to bring together how all partners are contributing to the Police and Crime Plan priorities.

Body Worn Videos

The Leicestershire Police and Crime Commissioner successfully obtained funding through the national Home Office Innovation fund to pilot the use of Body Worn videos in Leicester, Leicestershire and Rutland. The pilot was such a success in innovative and efficient policing that the Commissioner applied for further innovation funding from the 2014/15 round, moving towards personal issue.

A.6 Merseyside OPCC

A.6.1 CoPaCC Good Practice in Innovation Submission: Merseyside Office of the Police & crime Commissioner Victims Services - Research Programme.

Summary

This document provides a summary outline of a work **programme of research** that will provide a comprehensive evidence base for the PCC to draw upon in making commissioning and decommissioning decisions relating to victim support services.

Research in 2014/15 must address difficult **questions posed of victim support service provision**, including:

- Are victims getting the support that they want, and how can support be more effectively targeted across Merseyside? The 2013 national review of victim needs¹¹ noted that *“victims who were more emotionally affected by the incident and perceived the incident to have been more serious and victims of a series of incidents were more likely to want support. Victims whose cases reached later stages of the CJS (charge or court) were also more likely to want support”*. This suggests that *“victims with the greatest need for support may be better identified according to these incident characteristics than by crime type or victims’ personal characteristics”*. How this looks through a local lens is a critical element to understanding need and commissioning an effective local response.
- How aware are people of local support services, and does this differ across the communities of Merseyside? Nationally, the 2013 MoJ report (mentioned above) noted that awareness of support services varied, with lower awareness levels recorded for *“those living in lower-earning households, those aged 16–24 and those from a Black or Asian background”*. And crucially *“some of these groups are also more likely to be victims of crime and therefore there may need to be some targeted awareness-raising.”*
- There will also be the need for more segmented research, looking at the needs of particular groups or victim types. For example, a key question in 2014 will be: what type of localised support services can be offered to vulnerable families left bereft by the murder and manslaughter of a loved one prior to April 2010, given that they will receive no support from central government from October this year?.

The proposed research programme will **shine a spotlight on current service delivery, drawing upon a range of evidence including the perspective of service user, provider and commissioner - so as to identify where the gaps are in services for victims and inform effective commissioning practice.**

1. Background

1.1 Police and Crime Commissioners (PCCs) will be responsible for commissioning the majority of support services for victims from 2014, taking account of the needs of local communities. However there is a scarcity of locally-focussed needs assessments and effectiveness reviews that take into account the often complex requirements and characteristics of the victim and that objectively judge the response of local service providers to meet need effectively and efficiently.

1.2 Merseyside PCC priorities have to date focussed upon six thematic areas: reducing crime and anti-social behaviour; neighbourhood policing; tackling serious and organised crime; maintaining public safety; hate crime; victims of crime¹². Reassessing and expanding upon these priorities in 2014/15, commissioning should be shaped around intelligence from stakeholders (including community safety partners, service users and those presently not engaging with services) as well as PCC-led understanding of pan-Merseyside emerging issues – with domestic abuse, sexual offending, hate crime, anti social behaviour, repeat victimisation and disproportionate levels of road traffic

¹¹ https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/194181/findings-crime-survey.pdf

¹² <http://www.merseysidepcc.info/About-Us/Meet-the-Police-and-Crime-Commissioner.aspx>

accidents in some communities being issues that could take centre stage in 2014/15 and beyond.

1.3 A comprehensive, co-ordinated programme of research, needs assessments and effectiveness reviews in 2014/15 will:

- Provide the necessary evidence base to support the commissioning (and decommissioning) of victim’s services, taking account the needs of the local community and prevalence data.
- Provide the business case for local actions that support and enhance the national impetus to strengthen victims’ rights (for example, in the recent revision of the Victims’ code of practice and the Witness charter).
- Create the missing information platform that can inform the developing model for the commissioning of victims’ services, where some services are commissioned nationally (such as rape support centres), whilst others are commissioned locally, tailored to local needs.

2. Victim research programme 2014/15 – phase 1 (Spring ’14)

2.1 The research programme outlined in this section is based upon a modular design, that together combine into a comprehensive evidence-base on victims’ needs and service effectiveness.

2.2 The approach in designing delivery elements has been to:

- Firstly, identify those areas of work that can be delivered ‘in-house’ by the PCC staff team, to make best use of present resources and avoid duplication of effort.
- Secondly, identify those elements that could potentially be delivered partially or wholly by PCC community safety and other partners - again to ensure existing resources are deployed most effectively. For example, Merseyside Police have been flagged as a potential research lead in some areas, to provide analytical support.
- Where an independent resource might be brought in to help the PCC team, the suggested options take into account value for money and the procurement of local research partners that add social value (keeping as much resource and knowledge in the local community).

2.3 The timetable for delivery is shaped by the commissioning timescales and the need to work back from commissioning intention deadlines. End of May and end of July appear two obvious deadlines for research findings, given the commissioning timetable this year.

<i>Element of research</i>	<i>Time period for completion</i>	<i>Most effective staffing and procurement?</i>
<p>1. Service mapping and research synthesis</p> <p>1.1. Map victim services under each of the main priority areas, including integration of the thematic mapping exercise underway on domestic violence and sexual offence support services;</p> <p>1.2. Collate then summarise existing research against each theme and specific groups of victims (pan-Merseyside research/evidence, plus national/international notable findings).</p>	<p>Complete mapping and research summary by end May - prior to workshop in June to test findings and scenarios / options (see 3.3 below)</p>	<p>In-house work already started by PCC team – Research company to work with Policy & Research Assistant(s) and Director of Commissioning to pull together the services ‘directory’, together with a synthesis of local / national / international research of ‘what works’ against the priority themes.</p>

<p>2. Pan-Merseyside strategic assessment of victimisation – through analysis of Police and community safety partner data and consultation findings, create a detailed ‘audit’ of prevalence, trends and emerging patterns for each of the priority themes</p>	<p>Complete by end May, with data supply deadline of 2nd May.</p>	<p>Merseyside Police to be asked to provide summary statistics and findings from victim consultation exercises. MLR to seek CSP victimisation profiles for each LA area, & bring all together into Merseyside strategic assessment.</p>
<p>3. Assessment of need and service options - Critical to the assessment phase of the research programme is a Victim Engagement Strategy – with consultation exercises focusing on three main areas: prevention, coping with the experience and recovery. Three main strands to the engagement strategy are outlined below:</p> <p>3.1 Victim survey - initial phase of consultation should be surveys of victims using a variety of channels (including web), gathering feedback and opinions from as many victims as possible. This should be informed by mapping exercise above (element 1), and focus on filling gaps in knowledge.</p> <p>3.2 In-depth conversations with victims (arranged via victim support agencies) to gather perceptions and experiences of different groups of victims. Suggest one-to-ones and focus groups. Again, scale of this activity dependant on what is unearthed from element 1, above.</p> <p>3.3 Stakeholder workshops – with staff and senior management who have direct experience of work with victims, representing variety of sectors (voluntary sector, CJS agencies, health, etc). Aim is to identify met and unmet needs of various victim groups, testing service options/scenarios and exploring cost effectiveness.</p>	<p>By May: Devise engagement strategy (and resultant research specifications to fill gaps).</p> <p>By end June: Complete Stakeholder workshops.</p> <p>By end July: Complete victims web survey. Complete in-depth victim conversations.</p> <p>By end August: Complete all remaining strands in engagement strategy</p>	<p>Research company and PCC staff to work collaboratively to devise an engagement strategy.</p> <p>to:</p> <p>Design web survey with PCC team (IT hosting support needed via in-house PCC team).</p> <p>Plan & support workshop activities – providing independent facilitation and reporting with PCC engagement staff support at events.</p> <p>Post-May :</p> <p>Analyse and report back web survey results.</p> <p>Undertake in-depth victim conversations and reports.</p>
<p>4. Bespoke service effectiveness reviews of services whose funding runs until end of September.</p>	<p>By end June</p>	<p>Research company can support PCC team devise methodology / spec, and bid for work if ITT produced for post-June activity. This would entail an independent review of service effectiveness: assess service data on outputs, outcomes, impact, cost effectiveness; interview staff and service users (if possible); seek views on improving impact and possible service conditions</p>

		regarding delivery and outcome measurement.
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A.6.2 Merseyside OPCC

Completed Fund Bids.

A summary of Merseyside OPCC's bids submitted to the MoJ to improve/extend victims services

DV (Domestic Violence) Alarms

The Public Protection Unit, within the Matrix Serious and Organised Crime Unit of Merseyside Police, seek funding to obtain SKYGUARD personal safety devices for use by victims of Domestic Abuse (DA), harassment and stalking. These devices consist of a small personal attack alarm that is monitored by the SKYGUARD company . Upon activation SKYGUARD have the capability to locate the victim (via GPS) and inform the police of their whereabouts. Alternatively, the victim can set up an "amber" alert via the SKYGUARD web-site that would facilitate the leaving of safety messages (i.e. where the victim is going and when they can be expected to return) or to allow rapid contact with friends and relatives. The device (which can be attached to a lanyard or key-ring) is capable of two-way communication, between the controller and the user and also has speed dial buttons, which will connect to phone numbers chosen by the user.

Eddisix cameras

This bid is to procure a number of body worn video devices to be used to support and provide reassurance to victims of hate crime in retail premises and to also assist in reducing incidences due to the benefits they provide to the associated investigations and prosecutions by their ability to capture information and evidence on force systems from the earliest point in the investigation. The intention is for Merseyside Police to increase its overall capacity to assist repeat victims of crime, with particular emphasis on repeat victims of hate crime.

PVP (Protecting Vulnerable People) Training

The Public Protection Unit, within Merseyside Police Matrix Serious and Organised Crime Unit, propose to hold five, one-day training seminars, at the LACE (Liverpool Archdiocese) Conference Centre, addressing issues relating to Protecting Vulnerable People (PVP). This training will be delivered to 600 front-line officers and police staff .

The events will provide officers with the knowledge, awareness and experience needed in identifying and dealing with vulnerable victims of crime.

This training is essential, as there have been numerous recent developments in the field of PVP, including the Domestic Violence Disclosure Scheme (DVDS), the introduction of Domestic Violence Protection Notices and Orders (DVPN/O's), the transfer of FCIU records from the Protect to Niche recording databases, the introduction of a new process to deal with S136 of the Mental Health Act (MHA) and changes to the Missing From Home (MFH) policy. The requirement to train front-line staff in these new processes is self-evident and provides the rationale to implement this training programme. Issues to be covered include:

- Domestic Abuse (including DVDS and DVPN/O's)
- Child Protection
- Honour Based Violence, Forced Marriage and FGM.
- Mental Health
- Missing From Homes
- Child Sexual Exploitation
- Vulnerable Adult Abuse

The necessity for specific PVP training was highlighted recently in an inspection by HMIC with regards to how the Force deals with DA.

DV (Domestic Violence) Training

The bid is for commissioning local, appropriate DV service providers to develop and deliver DV generalist and specialist training. It will cover the cost of the venue hire, refreshments and course materials scheduling and administration. It will be monitored in terms of reports evidencing attendance, engagement and feedback of the quality of events and a spot check attendance at a scheduled event.

Video Link

1. Live Links is an integral part of the digital CJS programme featured within the Transforming CJS Strategy and Action Plan published in June 2013 by Damian Green, Minister of State for Policing and Criminal Justice. Live links is part of the overall CJS video strategy that includes Prison to Court Video Links, virtual courts and offender management video conferencing. An amendment under S51 CJA 2003 to the Criminal Procedure rules allows for any witness to give evidence by video link if it is deemed to be in the interests of the efficient or effective administration of justice and is a key part of the CJS Efficiency Programme. Merseyside Police and CJ partners would be keen to take the benefits of Live Links to another level and use the link from dedicated locations outside the Court room for those entitled to enhanced services within the Victims code which includes those victims of the most serious crime, persistently targeted victims or victims who are vulnerable or intimidated.

2. Merseyside Police would also like to pilot having dedicated police staff who can support the most vulnerable victims and employ them to work with the Witness Care Unit with their focus being on ensuring detailed Victim Personal Statements are taken at the early stage when a crime is first reported and revisit victims at a later stage to ensure that the VPS submitted to Court is up to date and accurate in readiness for the trial hearing.

RASASC (Rape and Sexual Abuse Support Centre)

RASASC propose to offer support groups to women and men who have been affected by sexual violence. Through monitoring telephone enquiries to their service and in processing service user evaluations, RASASC has identified a gap in provision of on-going group support for those who have been affected by sexual violence. This funding will enable them to fill this gap by providing community based support groups, across the Merseyside footprint. Groups will take place in Liverpool; Knowsley; Sefton; St Helens; and Wirral, which will be facilitated monthly by a trained worker. We will ensure the group locations are accessible.

RASA (Rape and Sexual Abuse)

To pilot and develop a scheme specifically targeted at male survivors of sexual violence. We have seen an annual increase in male survivors seeking support from RASA and we are aware that at present we are only able to offer limited services due to the need to protect women only space for the female victims of sexual violence.

Robbery Alarms

This bid is to procure a number of personal safety devices to be used to support and provide reassurance to victims of robbery in retail premises and to also assist in reducing incidences due to the benefits they provide to the associated investigations and prosecutions by their ability to capture audio information and evidence from the earliest point in the investigation. The intention is for Merseyside Police to increase its overall capacity to assist victims of crime and provide reassurance, with particular emphasis on robbery victims.

A.7 Northamptonshire OPCC Blue Light Integration

The Northamptonshire Police and Crime Commissioner, Northamptonshire Police, Northamptonshire County Council and Northamptonshire Fire and Rescue Service are committed to making Northamptonshire the Safest Place in England, radically reforming the delivery of emergency services in the county.

The ambition is to create a wholly new operating model and a single organisation approach through the full integration of police and fire and rescue services. The intention is to be the first fully integrated emergency services organisation in the country.

A number of initiatives have already started to be delivered:

- The two organisations now share a single headquarters following the chief fire officer team moving into the existing police headquarters at Wootton Hall
- The first joint police and fire and rescue station has been opened in the county. This is located in Thrapston and sees the two organisations share a building which is driving innovative practice and intelligence sharing that is improving service delivery. Further stations are to follow in 2014.
- The logistics aspects of managing countywide organisations, such as postal services, are now shared between the two organisations providing for an efficiency saving.
- Joint training is taking place between the organisations on matters such as driver and leadership training.
- A joint unit, headed by a senior fire officer, now delivers all matters of prevention and community protection for the two services. This combines the two organisations previous community safety departments.
- Imminently a joint operations planning unit will be created
- Work is currently being scoped in relation to sharing of fleet management and maintenance.
- Pilots are running for dual crewing vehicles across services and for the concept of 'community hubs'.
- Work is progressing to look to bring together the two services cadet schemes into one Emergency Service Cadet.

The integration enables new models of delivery and the benefits of the approach are:

- Opportunities to deliver better value for money through reducing the cost on non-value adding activities to enable protection and wherever possible enhancement of the frontline. This will enable some cashable efficiency savings as well as making the services more effective.
- Enhanced public confidence and involvement. Building on the existing brands of the organisations to encourage new commercial investment and working together to build the public's view of trust in their emergency services. The integrations will enhance the public's sense of feeling safe and will help to genuinely involve communities in the future of their service.
- Increase capacity and capability through innovative ways to deploy resources in a more co-ordinated manner. This would build on things such as JESIP and the existing fire and rescue co-responding with the ambulance service to develop new models of delivery.
- More efficient use of assets and resources. Release existing assets and reduce overall running costs through the shared estates programme.
- Improved business continuity and resilience. Integration enables business continuity plans to be overlapped to protect critical functions such as call handling, fleet maintenance etc.
- Improved preventative activities reducing incidents, whether they are crimes, anti-social behaviour, fire or other emergencies, across the county.
- Better service provision to the public of the county through focusing resources on where they functionally add value.
- Greater community involvement and participation in their public services

The programme is managed through a monthly Programme Board with oversight and strategic direction from a Transformation Board including the PCC, Chief Constable, Chief Fire Officer and Chief Executive of the County Council. External challenge is provided by non-executive directors ensuring good governance and appropriate

challenge to the delivery of the programme of work.

A.8 Staffordshire OPCC

Changing the landscape of policing, criminal justice and public services – Police and Crime Commissioner for Staffordshire

What's been the driver? – Foreword by Matthew Ellis

We can demonstrate 'innovation' in many areas of work that are being, or will be, delivered through more joined up and outcome focused approaches. Some are highlighted below, but the driver towards different thinking and different ways of doing things is my belief, in general terms, that things don't have to be more expensive or overly complex to provide effective results which are relevant to the public.

My obsession is 'joining up' services across the public sector where it's right and practical to do so. It's to develop an environment where silo thinking is seen as the exception, not the rule. It's about looking at the sector as a whole including local authorities, NHS, criminal justice and many others. It means embracing and dealing with the fact that too often organisations are inward looking, worrying about saving a fiver for themselves even though doing so would cost £25 to the wider sector through demand shift.

That's where the Safer Staffordshire Strategic Board I formed 6 months ago is showing early results. It's boring governance, but it's proving that with joined up ambition, a consistent approach to joint outcomes and accountability via the most senior people cross sector and cross organisations overall strategy for Staffordshire can evolve very differently. And the fact that I've ensured academia is around the same table drives new ways of thinking and tests constantly that we're not just a talking shop.

As you'll see from this document there are now numerous examples of innovative pieces of work going on within criminal justice and community safety across Staffordshire. A critical driver to achieving this has been developing a PCC's Office that has different and wider capabilities than most others. It's also about utilising strong and accountable governance to drive meaningful collaboration rather than being a cover for an 'I'm alright Jack' approach organisationally.

I've brought together capacity in professional commissioning alongside capability across a range of skills and competencies which are akin to those of a local authority. It's a capability that complements and sometimes exceeds those within policing. It's that ability to drive transformation and organisational change in the long term that has boosted the ambition for Staffordshire from simply getting the budgetary 'nose over the line' to instead achieving the longest term financial sustainability possible.

The PCC role lends itself to this approach if the ambition is there. It is unique because it offers the opportunity, if PCCs take it, to be an honest broker that drives real and effective collaboration which provides better outcomes for considerably less cost. So, our innovation in Staffordshire comes in many shapes and sizes and at many levels from on the ground service delivery to the most strategic long term approach. I hope that this short summary articulates that.

What innovation means in practice

Joining up, spending better, achieving more

In Staffordshire, this starts with joined up thinking at a senior level across all services. The statutory influence that the PCC as the 'honest broker' carries across policing, criminal justice and community safety is seen as a real force for change. It hasn't been easy but senior representatives from across the public sector have been brought together and we've established the Safer Staffordshire Strategic Board (SSSB) and laid £2 million from the PCC's budget on the table to be used by any agency in order to stimulate innovation. This Board brings together senior executives from

local authorities, probation, prisons, CPS, HM Courts, the Fire Service, Safeguarding Boards and the two universities in Staffordshire. Its primary function is to develop ways for more effective working between agencies, allocate funding to make that happen and attempt to divert individual agencies from making decisions in their own interests which have a negative impact on the wider sector. The early signs are tremendously encouraging with real drive and commitment being demonstrated by all partners and an acceptance that continuing to do business in the same way as previously is unsustainable. The PCC's mantra - it's not CPS or NHS or Police or Council money...it's all public money - has started to break down historic silo approaches in favour of working more as one system.

Innovative solutions across sectors are complex and seldom without risk. All the agencies involved in SSSB need to be prepared to risk failure along the way to delivering success. In the current financial climate, it would be understandable if individual services were protective of 'their' resources but in Staffordshire there is a growing willingness to combine funds around strategic themes, for instance, Offending. The challenge is to maintain momentum by demonstrating some quick wins to wet the corporate appetite for long term sustainable change. The PCC's £2m is one off pump prime funding to enable agencies the 'space' to introduce innovative ways of doing things in a more joined up way. It creates the opportunity in the short term to double fund whilst new ways of working are established but the previous approach has to continue in parallel for a while.

Of course, partnerships existed previously, but the role of PCC presents a new opportunity to speak openly, more directly and sometimes controversially to make change happen.

So far, so good

In Staffordshire progress has been made in key policing areas such as mobile working, joined-up front counters, better procurement and making sure police officers are employed in frontline rather than back office roles. Whilst some would think this is innovation we think of this as the day job. The real challenge has been across other areas of business.

In the first 3 months of office the PCC spoke to over 700 officers, only up to the rank of sergeant, in groups face to face. Those 'Straight Talk' sessions under Chatham House rules helped to understand the real issues that affected the frontline. Officers consistently raised their concerns that that they were all too often left by other agencies to deal with complex and time-consuming matters they felt unqualified to deal with. This early understanding was the trigger to much of the work that has been undertaken by the PCC. One example of where the system failed individuals is the way in which mental health issues were dealt with by the police.

The Staffordshire Report the PCC commissioned on policing and mental health became the catalyst for national change and showed that around 20 per cent of total police time in Staffordshire and Stoke-on-Trent is spent dealing with mental health-related incidents.

The results of this report lead to the decision to fund a Community Triage pilot scheme – NHS mental health professionals working with police officers to carry out face-to-face assessments at peak times for incidents linked to mental illness. The immediate benefit for the police is the time freed up to deal with other matters but most importantly people are getting the care and treatment they need at the earliest opportunity.

Fundamental change is now underway on the way mental health crisis services are delivered across Staffordshire and Stoke-on-Trent. At a meeting instigated by the PCC, senior representatives from Health, Social Care, Local Authorities and Police signed up to four principles which make it a 'serious action' for police custody cells to be used for individuals with a mental health condition unless they have committed an offence. All police detentions now related to the Mental Health Act automatically trigger a multi-agency review to confirm whether the use of a police cell is appropriate.

Similar scrutiny has been applied to the criminal justice system. A detailed process and activity study across the Police, Crown Prosecution Service and HM Courts & Tribunals Service revealed how silo thinking complicates the justice process, slows the transition of cases and increases cost. It showed that by bringing forward the process to

quality assure prosecution files at an earlier stage, more cases could be dealt with in a more efficient manner. However, limited resources within CPS were preventing the initiative from being piloted alongside existing processes. Through 'pump priming' funding from the PCC this pilot was able to progress enabling the CPS to manage the transition to the new way of working. The impact is already significant, with an increase in guilty pleas at first appearance, increased conviction rates and reduced numbers of hearings per case – outcomes which have delighted all partners and spurred them on to achieve even more. The work is now moving on to propose additional changes to the end to end process which will further remove delays and rework throughout the entire system. Central to this approach is stripping away inappropriate measures and targets that create perverse incentives within organisations and creating a truly unified system providing a better experience for the victims of crime and witnesses as well as a reduction in overall policing and criminal justice costs.

Staffordshire's Multi Agency Safeguarding Hub (MASH) has been seen as one of the best models nationally with all relevant agencies co-located to make joined up decisions. Building on this the PCC recognised early on that the MASH relies on strong information sharing arrangements and has added further momentum by funding revolutionary technology that trawls information held in systems across the partnership to increase capacity. This will build on the work already achieved by agencies in the MASH and bring the partnership even closer together to support early intervention and protecting vulnerable people.

The PCC has also actively promoted the development of commissioning around a theme area, through building collaborative approaches between different partners (commissioners and providers) that play key, but different roles across a theme. This has been about creating a compelling business case in specific areas and developing an understanding of the greater influence and ideas that can be brought through collaboration and a broader perspective. A good example of this approach is in the development of a Staffordshire approach to offending and re-offending, moving the debate and discussion on from integrated offender management being the answer to the problem, to the challenges of early and targeted intervention, supporting the family agenda and ensuring that national developments such as Transforming Rehabilitation and Work Programme appropriately mesh with local requirements.

What's next

Next is building on the theme of joined up approaches, bringing funding from across agencies together around specific strategic outcomes and using governance to drive reform collectively to resist silo working.

It's about looking at the £7.8billion which is spent by public services in Staffordshire in the round rather than, for instance, the £181million spent on policing in isolation. The role of PCC brings an opportunity for a new type of leadership which influences widely, motivates and holds the ring on complex issues.

The way we are heading, here in Staffordshire, we think is ground-breaking and a smarter way of working and spending public money having a real impact on savings and most importantly improving outcomes.

We're in the midst of radical change here in Staffordshire which involves a culture change away from risk aversion to doing things differently to one where innovation and being brave is removing the shackles from professionals across services with a refreshed focus on doing what's right locally, but in a more joined up way.

A.9 Surrey OPCC

A.9.1 The Surrey Law Enforcement Project

Working together to bring the full weight of the law to bear against anti-social behaviour

The Borough of Reigate & Banstead in Surrey is to be served by a new Joint Enforcement Team of Council Officers and Police Officers, designed to provide a quicker, more visible and more robust response to anti-social behaviour in the Borough. The team is already up and running as the new ways of working are tested and embedded and it is due to have its full public launch in June 2014.

The central aim of this pilot project – the first of its kind in Surrey - is to deal with problems and improve the public's sense of safety by making the most of all the legal powers the authorities – police and councils – have. By collaborating, they can find ways to tackle those causing persistent nuisance and concern to residents using every legal power available to them.

Who is on the Joint Enforcement Team?

Staff from Reigate & Banstead Borough Council who already have powers of enforcement, such as Borough Community Officers (BCOs), Environmental Health Officers, Civil Enforcement Officers (Traffic Wardens) and Planning Enforcement Officers, will work together with Police officers from the Reigate & Banstead Safer Neighbourhood Team to deal more effectively with the antisocial behaviour problems that the public consistently raise as concerns.

The Borough Council's enforcement officers have been provided with new high visibility uniforms, marked vehicles and additional training to ensure greater visibility and availability to the public.

Empowering council employees

Council officers are being granted additional enforcement powers through the Community Safety Accreditation Scheme (CSAS), created by the Police Reform Act 2002. CSAS provides Chief Police Officers with the authority to accredit the employees of organisations engaged in uniformed Community Safety and to designate them with certain police powers.

The Powers granted to RBBC by the Chief Constable under this scheme are designed to facilitate a wide range of joint working initiatives with external partners including Surrey County Council Trading Standards and Highways. Other themed initiatives will include working with Police and Government Agencies such as VOSA to deliver roadside checks of waste carriers' licences and ensuring that waste disposal is being legally undertaken.

What difference will it make?

The Joint Enforcement Team will be able to act more quickly to deal with antisocial behaviour and use different approaches to resolve local problems.

Enforcement changes behaviour and, alongside engagement and education, is central to our mission of making Reigate & Banstead a safer place to live and work. By taking a more robust and visible stance against anti-social behaviour wherever the authorities encounter it, we send out a clear message that selfish, antisocial and criminal behaviour will not be tolerated in the Borough.

Who and what is behind this project?

Following feedback from the public that they wanted more to be done – and done more quickly – about antisocial behaviour, Surrey's elected Police and Crime Commissioner, Kevin Hurley, has been working with the Councillors and senior officers of Reigate & Banstead Borough Council and senior Surrey Police leaders to develop this project.

The PCC is firmly of the view that one of his core roles is to bring together partner agencies in this way. The enforcement project has involved close partnership work at every level, from the political to the street level delivery.

The Commissioner's office is funding this pilot project.

What will the Joint Enforcement Team deal with?

The Joint Enforcement Team will tackle:

Abandoned Vehicles	Dangerous Dogs	Sale of Alcohol	Unlicensed Skips
Anti-social Behaviour	Dog Fouling	Scrap Metal	Untaxed vehicles
Beggars	Fly Posting & graffiti	Street Drinkers	Notices to clear waste on land
Blue Badge Enforcement	Fly Tipping & Litter	Street Trading	Taxi licensing
Cycling offences	Highway Obstruction	Unlawful Occupation (Squatters / Travellers)	Targeted work

What has been delivered so far?

The local police Neighbourhood Team have now moved into Reigate Town Hall. Regular meetings are being conducted between the Joint Enforcement Team and the Police Neighbourhood Team to share neighbourhood issues, information and respond to reported problems. The meetings are held Monday, Wednesday and Fridays and review issues from both the Council and Police reporting systems. The issues will be actioned through the relevant department to address noise, flytipping, traveller incursions, parking, obstructions on the highway and antisocial driving reports.

Operations in the First month have included:

- Traveller incursions (3 separate occasions) – all moved within 24 hours, using Section 61 Police Powers.
- School Parking – inconsiderate parking endangering child safety, during the 4 week period a combined team of Police and Civil Enforcement Officers have visited Horley, Earlswood, Redhill and Banstead school to educate and enforce parking offences.
- Earlswood parking issues – visits continue and short term Joint action Plan is being led by the Police with Councillors, Surrey County Council, JET, CEO's and residents to address the issues.
- Resident dispute – mediation between parties arranged by social landlord
- Abandoned vehicles – identified and notices served (vehicles removed as per legislative notice periods to owners)
- Littering on private – JET has arranged for the Police Neighbourhood Team to visit and request behaviour change by resident.
- Flytipping – multiple joint visits by team to investigate and arrange clearance. No evidence at time of investigation, so as yet no prosecutions.
- Fly posting – signage removed and one case moving to prosecution. Several offenders have received warning letters.
- Environmental Health and Police exercised a warrant of entry.
- Numerous noise complaints investigated and monitoring arranged.
- Licensed premises – noise complaints, information sharing by teams with relevant partner taking the lead.
- Anti social driving – intelligence gathering by all partners and Police visits to known areas of concern.

- Anti social behaviour – dispersal of a very large congregation of youths in the park, names taken and Police writing to parents and guardians.
- Graffiti – 3 youths apprehended in multi storey car park following request for monitoring by JET Team.

The first month progress report concluded: “In summary the sharing of information and response to reported incidents has been faster and more effective. Communications and working relationships have improved and become stronger on a daily basis. The joint back office systems are being scoped/developed but are still in the embryonic stages. It is a key objective of the project team to develop effective business processes and systems that will improve communication between the teams to ensure that the responsible partner takes the lead on any community issues and deliver an outcome where ever possible.”

What’s next for the Surrey Law Enforcement Project?

Plans are already well advanced for another Joint Enforcement Team, along similar lines, in the Borough of Spelthorne.

In Woking, another aspect of this approach is to be trialled – a private landlord licensing scheme – whereby private landlords must be licensed by the council to let out properties in the Borough. If tenants’ behaviour is unacceptable, or the conditions of the property are unsatisfactory, landlords can lose their licenses and lose their rental income. This is another example of working together to use all of the powers at the disposal of the authorities to crack down on antisocial behaviour, crime and also on unscrupulous landlords.

The PCC’s aspiration is to develop more joint enforcement work across all of the Boroughs and Districts of Surrey.

A.9.2 Surrey OPCC

Surrey PCC, open governance and scrutiny

The Police and Crime Commissioner for Surrey discharges his duty to scrutinise the work of Surrey Police on behalf of the public at regular, bi-monthly management meetings with the Chief Constable and her senior management team.

At these meetings, the Chief Constable is asked to report progress against the six **People's Priorities**:

- **Take a Zero Tolerance policing approach**
- **More visible street policing**
- **Put victims at the centre of the Criminal Justice system**
- **Give you the opportunity to have a greater say on how your streets are policed**
- **Protect your local policing**
- **Uncompromising in the standards you expect from the police**

The PCC is a keen advocate of openness in his work and decided to webcast these meetings live to the public. Residents of Surrey can see the Commissioner doing the job they elected him to perform and hear the Chief Constable's updates directly. Surrey's PCC was the first to make use of the opportunities of webcasting and take such an approach.

The decision has proven successful. Over the last 12 months, 1757 people have tuned into the webcasts, with additional exposure and coverage of the meetings in the local and regional media.

A.9.3 Surrey OPCC

Victims' services commissioning

Working together to bring the full weight of the law to bear against anti-social behaviour

Surrey has taken a range of innovative approaches to commissioning victims' services. Surrey is collaborating with Sussex and Thames Valley on the contract that will replace the current service provided by Victim Support. Surrey, Sussex and Thames Valley recognise the value of collaboration as victims across England and Wales share similar needs. In working together, PCCs will enjoy economies of scale, thereby securing value for money for residents. Any collaboration will also ensure that those who are a victim of crime in one force area, but would like support in another, will receive a seamless service. The three PCCs have extended these benefits by offering the contract to all other PCCs via a framework agreement. In doing so, they are the leaders in encouraging joint working in this key area.

Surrey has also conducted a range of in-depth research with survivors of crime. The Assistant Commissioner for Victims has invested significant time speaking to victims by visiting court rooms, interviewing survivors, running focus groups and engaging with stakeholders and providers of specialist services. In doing so, she has a detailed understanding of the views and experiences of survivors of domestic abuse (including children and young people), survivors of sexual assault and those using refuge services. The experiences of these survivors have been translated into recommendations for the Criminal Justice System and shared widely amongst partners. They have informed and directed work underway by Surrey Police, will be used by national bodies and will shape the specialist support services that the Office of the Police and Crime Commissioner will fund.

A.10 Dorset OPCC

What innovative ideas have already been achieved in just 18 months?

...Established a Victims Bureau in Dorset:

A key manifesto commitment whilst campaigning, Martyn saw the Dorset Victims Bureau launched in November 2013, a service designed to provide support and updates to victims of crime, tailored to their individual requirements. Phase 2 of the project in 2014/15 will see the Bureau expand beyond the police service and encompass all criminal justice agencies.

By having a dedicated Victims Bureau in place, Dorset Police have been able to provide tailored advice and support to the victim and their family throughout the investigative process. In the words of the victim's son: *"I am delighted with the service I received from the Victims Bureau. They have kept me regularly and fully updated which has then enabled me to access any ongoing risk and support needs my father might have. He is quite vulnerable and the information they have provided has been crucial to me in deciding what support he needs. They have kept me abreast of all developments in a timely fashion – the arrest, court appearance and the fact that the offender has been remanded in prison."*

...Supported successful Early Intervention pilot bids by Dorset County Council and the Borough of Poole:

Early Intervention seeks to tackle the root causes of social problems amongst children and young people from 0-18 years old - a focus on early, rather than remedial, intervention. As a passionate supporter of Early Intervention, Martyn backed successful bids made by Dorset County Council and the Borough of Poole to the Early Intervention Foundation (EIF) to fund pilot projects to tackle social issues affecting 0-18 year olds

...driven improvements nationally to the services delivered to those suffering mental health illness and in crisis:

Through chairing the national PCC Mental Health working group, Martyn has been able to highlight concerns and drive improvements into the way that services are delivered to those suffering mental illness and in crisis across the county. This work culminated in the launch of the Mental Health Crisis Care Concordat in February 2014 - a set of shared national principles bringing together a multi-agency response to individuals in mental health crisis.

As well as the impact on the individuals concerned, police officers are also far too often diverted from their core duties through the time spent managing those individuals in crisis. By drawing key partners together to discuss the key issues locally, Martyn has been able to prompt a rethink in service delivery locally, culminating in work to develop a street triage pilot service – pairing police officers with trained mental health professionals able to assess individuals at the point where the police are called to deal with situations. This pilot will launch in July 2014.

Martyn also secured further Government to extend the existing liaison and diversion scheme, where mental health professionals are based within police custody suites, to a 24/7 service on a pilot basis.

...agreed to fund a Street Sex Outreach Worker post working with some of the most vulnerable members of the community:

Street sex workers are among the most vulnerable and marginalised groups in society, making them extremely hard to engage with and support to make changes. As a result, Martyn has brought together partners and funded from the OPCC a pilot Street Outreach Worker to assist in the overall aim of supporting street sex workers away from prostitution.

...Commissioned work to research Restorative Justice approaches and best practice across Dorset to inform the development of an RJ Strategy:

Restorative Justice (RJ) is an approach that focuses on the needs of the victim and offender – with offenders encouraged to take responsibility for their actions and understand the impact they have had on the victim. This approach has been successfully adopted locally with youth offenders and Martyn has been keen to see this rolled-out to include adult offenders as well. To this aim, Martyn commissioned research into current best practice in Dorset and options for developing RJ further. Following this work, the recruitment of staff to co-ordinate RJ work, funded through national grant, will take place in 2014/15.

...secured funding to provide Body Worn Video (BWV) equipment for police officers in 2014/15:

A key driver for Martyn's precept proposal for 2014/15 was the provision of Body Worn Video (BWV) for officers. Studies have shown this equipment to increase office accountability, reduce complaints, raise public confidence and secure more convictions through enhanced evidence gathering. Through the budget and precept decisions taken in February 2014, this equipment will now be introduced.

PCC Advocates – during the year, seven volunteer PCC Advocates were recruited to act as the 'eyes and ears' for the Commissioner for particular elements of the community or geographic areas. Advocates currently cover the Polish and Older People communities, with the Boscombe Advocate having recently stepped down from the role owing to other commitments.

Single Organisational Model of Governance – Martyn and the Chief Constable have introduced an innovative and efficient 'single governance model' of internal governance, monitoring and scrutiny. This has specifically sought to reduce duplication and bureaucracy across both the Force and the OPCC.

Strategic Alliance – in December 2013, a joint announcement was made by the Commissioners and Chief Constables of Dorset and Devon & Cornwall, of a project to explore how the two forces may collaborate more closely and effectively in the future. An initial scoping exercise is underway and due to report its findings in June 2014.

Local Partnership Innovation – PCC bringing together public bodies to solve intransient problems – “A Coordinated Approach to Public Space Surveillance (CCTV) for Dorset”

The Commissioner has facilitated partnership working with Dorset County Council district, borough and town councils plus representatives of the private sector including Chambers of Commerce and Business Improvement Districts, in order to develop a clear understanding of the risks facing CCTV in the county and to identify opportunities together. This is a politically sensitive issue and is one that has never been tackled before in the County.

This OPCC Led Project therefore provides the opportunity to extend, improve, integrate and coordinate public space CCTV across Dorset whilst at the same time achieving greater resilience and maximising its use for all parties including the wider community.

Key objectives

- 1) To provide an equitable, effective and efficient 24/7/365 CCTV service
- 2) To facilitate intelligence led and informed decision making utilising
- 3) To join up and create an integrated CCTV service across Dorset
- 4) To increase public confidence in public authorities by working together
- 5) To improve access to CCTV images
- 6) To develop a business model that will attract others and sponsorship
- 7) To maximise efficiencies within the partner organisations
- 8) To ensure future proofing and utilise latest technologies including digital and high definition images.
- 9) To create opportunities to enhance the traffic management and enforcement of road traffic offences.

This is an excellent example to conclude our submission to CoPaCC. It typifies the persuasive and facilitative approach adopted in Dorset, in order to innovate together with partners to move away previous barriers to a joined up service. To even get to a stage where we have collective sign up to a Police Innovation Fund bid is unprecedented and will ensure that the debate over this issue will have the momentum needed to continue until the goals are achieved, with or without Home Office support.

APPENDIX B

Other contributions

- B.1 The College of Policing
- B.2 Peter Neyroud, Institute of Criminology, University of Cambridge
- B.3 Karen Ogborn, Crimestoppers Trust
- B.4 Michael Gordon-Gibson, Facewatch
- B.5 Josie Cluer, Moorhouse
- B.6 John Tizard
- B.7 Jon Harvey, Jon Harvey Associates
- B.8 Clare Fraser, Reform
- B.9 Susan Ritchie, MutualGain
- B.10 Cate Moore
- B.11 Steria
- B.12 Paul West, Policing First - Paul West
- B.13 Ed Hammond, Centre for Public Scrutiny
- B.14 Peter Martin, Bluelightworks
- B.15 Mark Iveson, Capgemini
- B.16 Charlotte McLeod, Policy Exchange

B.1 The College of Policing

PCCs sparking innovation in policing

Getting research and the evidence-base taken into account in policing decisions, to increase effectiveness, efficiency and legitimacy, is a core focus for the College of Policing, and PCCs are playing an increasing role in innovation in this area.

The College is getting directly involved where high cost, high risk or high impact innovation is concerned. In partnership with the Mayor's Office for Policing and Crime and the Metropolitan Police, the College is helping carry out the largest randomised controlled trial of body worn video cameras in the UK. The experiment – which started last month – sees cameras issued to around 500 response officers across 10 boroughs to test their impact on criminal justice outcomes, stop and search, and complaints.

As the home of What Works Centre for Crime Reduction, the College is working to build links between police and academia, to grow the body of research evidence to inform day-to-day practice in policing.

To help kick start new, collaborative ways of working across England and Wales, the College of Policing earlier this year made available grants totalling £600,000 in an Innovation Capacity Building fund. Partnerships between academic institutions and police organisations submitted 74 bids for sums of up to £50,000. PCCs and their staff were at the forefront of successful bids from Greater Manchester and Durham to Avon and Somerset.

One of the successful proposals focused on the policing needs of people living and working in rural areas - an area ripe for further research. Dyfed Powys Police and Crime Commissioner Christopher Salmon's £44,000 bid was to develop a national centre of excellence to build capacity and capability for research and innovation – the 'Centre for Rural Policing and Justice'.

The PCC and Dyfed-Powys Police are collaborating with the Cardiff-based Universities' Police Science Institute (UPSI) to set up a high-level network to develop new expertise in keeping people in isolated rural communities safer from crime. Partners include voluntary and private sector organisations and other universities such as Aberystwyth and University of Wales Trinity Saint David. Initial work has included understanding the harm caused by rural crime, such as theft of farm machinery.

Activity supported by the fund in England and Wales includes universities working with police officers and staff to help them develop the skills needed to carry out research in their home forces, and actively build the evidence-base for policing. The skills will enable officers and staff to understand better the problems they face, deliver more targeted activity, and test the impact of innovations and new ideas in policing.

April saw the launch of an innovative long-term joint venture between Northamptonshire's Police and Crime Commissioner, Adam Simmonds, and the University of Northampton – the Institute for Public Safety, Crime and Justice.

The Institute is bringing together cutting-edge academic research with practice, training and development across a variety of agencies, with a particular focus on fully understanding victim, witness and service user experiences. Early studies include an assessment of the needs of victims of inter-personal violence. The College will support the Institute as they explore new ways to encourage the use of research evidence in day-to-day practice, including through recruitment and promotion processes.

The exciting concepts developed by local PCCs show how collaborative partnerships can foster innovation and research. The College is keen for PCCs, forces, and universities to share details of the studies they sponsor and carry out on its research map (<http://www.college.police.uk/en/researchmap.htm>). The research generated has the potential to place both UK policing and UK universities at the forefront of evidencebased policing internationally.

B.2 Peter Neyroud, Institute of Criminology, University of Cambridge

Targeting, Testing and Tracking: innovation with outcomes

In a time of austerity, the potential benefits of innovation seem higher. Finding new and better ways of delivering policing seem a fairly obvious way to cope with declining budgets and decreasing frontline staff. The Police are constantly generating new ideas and there are plenty of people, both in government and in the private sector holding out ready made solutions – many of them involving new technology – that are claimed to deliver better. However, if the police service had improved as fast as the claimed benefits and savings from all the technology and innovations of the last 20 years, we would not have needed to make cuts and services would be vastly better.

The reality is that the claims are often based on flawed data and, even when they are sound, implementation proves a stumbling block. The part of innovation that has often evaded the police service (and government more generally) has been what Professor Lawrence Sherman has christened the “Triple T”: Targeting; Testing; Tracking. In developing the “Triple T” approach, Sherman has shown how attention to each element and an understanding of the linkages between them is essential to turning ideas in policing into innovations that work.

The first T is targeting. This is more than simply the exercise of choice. It is the recognition that in every aspect of policing there are opportunities to leverage greater impact by targeting the most harmful, highest crime or most vulnerable. For instance, 5% of places in any force will generally account for 50% of crime. Only 2% of offenders will have a high harm profile. The best innovations in practice will look to understand the right points of pressure and focus tactics and strategies against them.

In doing so, it is crucial to deploy the second T: testing. It remains a common saying in policing that no police innovation ever fails. The reason for this saying retaining currency is that innovations are rarely properly tested. The most frequent approach is a for a newly announced initiative to be followed a few months later by a suitable declaration of success based on a fall in crime or an increase in detections compared to the period beforehand. This is not testing. This is guesswork. There are many factors that can account for falls in crime and most of them are not the product of policing. You would never get away with this type of testing to validate a medicine and you shouldn't be able to do so with policing.

If you really want to know whether an innovation works, before you waste millions of pounds of taxpayers' money by replicating failure, then you need to test it properly. On the whole, this means using an experimental design that compares the innovation to a matched control. If this is done properly, it will possible to distinguish the impact of the innovation from the noise and context and gain a good understanding of the likely cost-benefit. Body Worn video, hotspot patrols, diverting offenders, using Tasers, dealing with domestic violence and problem-solving have all been tested like this. The UK is currently the world's laboratory for such tests after two decades where they were almost exclusively carried out in the USA. As a result we have a fast growing understanding of what works, why they work and how much better.

The answer might also be to look at all the existing evidence about what works and deploy it effectively rather than, or alongside, trying to invent new approaches. This is pretty much what the “What Works?” centre, funded through the National College of Policing, is trying to do. It is a vital step and will make better practice more widely available. However, whether a force develops its innovations from the What Works? database or designs them in-house, it will only succeed in delivering the promised benefits if attention is paid to the final T: Tracking. The Police service has learnt a lot about the discipline of tracking from the experience of using Compstat style approaches to track crime data and performance. Yet such tight discipline is not routinely applied to the implementation of innovations and tracking whether the expected added value has been achieved. Given that innovations rarely produce their maximum benefits when replicated, a failure to track and monitor the fidelity with which a programme has been delivered is likely to mean that innovations that promise much will deliver little.

For those responsible for the governance of policing, understanding the discipline of the Triple T is important. Optimistic projections from innovations should be tempered by realistic adherence to the process. Investment in

education, partnership with academic partners and better use of existing research skills in force are all vital to building a sustainable path to innovation as a driver of improvement.

B.3 Karen Ogborn, Head of Performance, Crimestoppers Trust

CoPaCC Thematic: PCCs and Innovation

The search for innovation seems to be everywhere at the moment, a quest for the new and shiny with a prize of funding for the victors. But what of those of us, particularly in the voluntary sector, who have spent years building up programmes and services that meet the needs of individuals and communities. Where is the reward for the effective, trusted, and evidence-based? It's a question I've heard charities ask of PCC grant programmes that will only fund the innovative. Does this stance force organisations to innovate for the sake of it, to secure a future, rather than in response to a need?

Please don't confuse me with a dinosaur refusing to change, or an ostrich with my head in the sand. I really like new things, they excite me; I get to learn and develop. I applaud the innovative approach the government has taken in establishing the What Works centres and want to learn from those programmes that can demonstrate they really have made a difference. If we can apply tried and tested approaches to our work in solving and preventing crimes we should be more effective and deliver better value for money.

Even when tackling 'newer' crimes, those enabled and committed online for instance, where innovation is necessary there will still be lessons to take from past successes and failures. Unfortunately statutory bodies can find it hard to be agile and creative, whilst the third sector has a reputation for being more able to take risks when confronted with a challenge. Where we all sometimes fall down is thinking the value is in the activity rather than being able to demonstrate the outcomes of our work. Whether new or established we should be clear about what we are trying to achieve, measure that which demonstrates our outcomes, and learn from the results.

I'm fortunate to work with the charity Crimestoppers Trust which 25 years ago established an innovative helpline promising anonymity in order to break through the silence that still stops information about crime getting to the police. We provide a safe space for people where crime creates fear, corruption and control, and every day this information helps deliver over 60 policing outcomes, from arresting criminals to preventing crimes.

The Charity has always striven to innovate in order to make its services more accessible, appropriate and effective. For instance when Crimestoppers saw the need to publicise fugitives across the UK, not just in force areas, we launched Most Wanted; even after the then police technology firm told us it couldn't be done. With more than a quarter of these wanted individuals being found, it's an innovation that we can now demonstrate works. This pioneered for us the opportunity for our callers to provide information online, which now accounts for one third of the 1,000 people who contact us each day.

We've listened to young people who have numerous barriers to engaging with police and Crimestoppers and tried to meet their needs. We introduced a specific brand, Fearless, to challenge cultural barriers associated with 'snitching' and encourage young people into social action working with volunteers and youth professionals. To deal with technological barriers we initially trialled an anonymous text service which unfortunately did not deliver sufficient value to warrant sustaining it. However we are now working to overcome security issues in order to offer a completely anonymous online chat service.

I'm not sure if these examples constitute innovation or improvements to the services we offer. I don't really mind the label; what drives this activity is a desire to deliver a better service for the people who contact us, for the police who solve and prevent thousands of crimes each year with this anonymous information. Ultimately we all benefit with communities and individuals who are safer from crime and fewer victims.

So let us find room for both the innovative and what works. Don't force existing work that is demonstrably delivering outcomes to change just to meet funding criteria, but help organisations to be creative and respond to new needs by providing a culture that allows them innovate (and perhaps fail) so we can all learn from the experience.

Karen Ogborn
Head of Performance, Crimestoppers Trust

B.4 Michael Gordon-Gibson, Director of Policing at Facewatch

“Business as usual?”

Most people would be surprised to know that if a typical major UK high street retailer with say 1,000 stores was able to eliminate just 10% of their shop theft, it would increase their pre-tax profit by the same amount as opening over 20 new stores - without the enormous investment of having to build a single store! Businesses should be empowered to help themselves and save themselves millions in the process – 25% of their stores are there just to pay for “shrinkage”!!

Despite this compelling statistic, security isn't always given the priority and board level representation it deserves. It appears that shop theft is treated as a budgeted cost and kept totally separate from the security budget. This means that the Security team is simply tasked with doing the job for the least cost possible and as long as the shop theft is below budget, this is ‘acceptable’. It flies in the face of commercial logic that any loss is deemed ‘acceptable’.

Networking (of systems) holds a similar sway over current best practices although not everyone actually sees it through. A regular refrain one hears is “I can't get my CCTV onto our network because of PCI (Payment Card Industry) compliance”.

Innovation as usual?

In recent years, almost every major private company has found new and more cost-effective ways of doing things, and delivered better services as a result.

For example, the network issue has spawned some simple solutions not least putting in smart routers or new broadband lines. In the US, where they have the same issue, the major corporates are installing routers linked to mobile networks via SIMs that can roam on any network. These are also available in the UK and are a highly cost effective alternative, which means that CCTV can be accessed centrally, in a dedicated control centre, rather than requiring expensive locally-based staff.

Businesses, particularly retailers, should be able to benefit from the ability to report crime online, securely, together with a networking platform that enables businesses, public and police to tackle low-level crime by sharing images and information within groups and by submitting full digital evidence packages to the police to help solve crimes. It is also important for businesses to keep up to date with incidents happening in the local area.

Police & Crime Commissioners strive to make their police force more effective against crime whilst at the same time trying to reduce costs and admin demands on officer's valuable time.

PCCs and the police, particularly front-line reporting and investigating officers, should be able to similarly benefit from such innovation by reducing the need to visit premises to collect all the necessary data and information to begin an investigation thereby allowing more time to be allocated to public-facing core tasks. Investigators should have the ability to view CCTV footage of an incident instantly whilst at the same time to be able to look at still images of ‘persons of interest’ to identify and arrest them. It is also very important to keep victims of crime (Businesses & individuals) informed of the progress of their case.

Collaborate nationally as well as locally

To fight organised crime and travelling gangs we have to share data nationally and analyse it through central hubs. Having collated all the data, the challenge is to make sense of it and there are major initiatives under way to add facial recognition engine systems onto databases along with forensic tools from the likes of Palantir, ESRI and IBM.

Stopping someone from committing a crime in a premises requires one to know when they enter. Whilst not a

complete panacea, facial recognition systems have improved hugely over the last few years and will soon be able to provide this valuable information to shop staff and security teams.

Changing relationships

The relationship between private sector and police is changing yet local groups still have a vital part to play in this national approach, but they need to be equipped with the right tools and have the right information to hand to assist the police to avoid them having to go round collecting discs and images from local businesses who should be doing all they can to prevent crime and providing the police with complete case files that they can act on, otherwise crime will simply continue unabated.

Supporting the police and business community

A lot of good work has already been done with forces with the support of PCCs by taking heed of feedback and suggestions to make it easier for force crime reduction officers to provide advice to businesses, particularly retailers, regarding sharing information and images amongst their local groups, BIDs (Business Improvement Districts) and BCRPs (Business Crime Reduction Partnerships).

For example, Facewatch and Littoralis – who own the DISC system - are now working together to develop an integrated business crime service to enhance their ability to support PCCs, Police, Partnerships and Businesses in the prevention and solving of crime. This will be effected by integration between DISC / Littoralis' secure online platform for information sharing between local community groups with Facewatch's leading secure Digital Crime Reporting and CCTV analytics system.

Blue-sky approach

A collaborative approach with leading training providers will allow access to secure online training programmes designed to meet the needs of all business sectors, underpinned by the notion of continued professional development in affordable and structured bite size chunks that will be created by leading educationalists and security professionals.

A presence within the wider criminal justice system working police forces within the context of the extended police family will utilise professional knowledge that has been developed within, for example, leading crime reduction solutions that underpin the Home Office community safety scheme and an interview model that has already been adopted by some Constabularies for their operational police officers. From a security industry perspective it is important to have well trained staff and by providing an e-platform to help ensure there are no "gaps" in staff training for small businesses and security companies is modern-day common sense.

Supporting criminal e-justice

The Lord Chancellor and Secretary of State for Justice has put on record that his ministry intends to work more effectively with a wider range of technology suppliers from the private sector who can deliver a more efficient and flexible solution and use common platforms to avoid the duplication of services.

The ability for the police to quickly receive, review and investigate crime - particularly low-level pernicious acquisitive crime - and thereby allow the CPS to speedily prosecute simple cases is fundamental to a more efficient process of cradle-to-grave e-justice and thus supports every PCC's wish to deliver an effective and efficient policing service to the citizens within their respective police areas.

B.5 Josie Cluer, Public Sector Lead at Moorhouse

The race to innovate: how can PCCs accelerate change?

“Now, here, you see, it takes all the running you can do, to keep in the same place. If you want to get somewhere else, you must run at least twice as fast as that!”

The Red Queen to Alice, in Alice Through the Looking Glass.

The context of policing is changing fast. And the pace of change is increasing.

Our aging population brings increased vulnerability, and society is also diversifying, bringing different social and cultural expectations and norms. The public and politicians are prioritising particular types of crime. For example, FGM, domestic violence and “modern day slavery” have had increased focus in recent months.

Public attitudes towards public services is changing too, and the police are no exception. We want more up to date public services, with which we can interact in the same way that we immediately and instantly interact with commercial services: online, by phone, or at the touch of a button on our smart phones.

Technological change has reduced some crime types, such as car theft. But of course, technology has enabled new crimes too, with online scams, horrific tales of cyber bullying, and even cyber-espionage forming part of day to day policing challenges.

The rise of social media means that we are now more interconnected than ever before. As the riots in our cities in 2011 demonstrated, social media can help people communicate and organise rapidly.

Public opinion has hardened in recent years too, with an increasing intolerance of mistakes or misconduct in public life. This shift in attitude has been met with government reforms to increase transparency, with more data on spending and performance published, enabling the public to hold the police to account for how well they’re keeping on top of “today’s business today”.

Staying ahead of a rapidly changing world would be testing enough. But of course, budget reductions compound the challenge.

There is no sign of a slow-down in the current rate of change over the coming years. We know there will continue to be “channel shift” in how crime is committed, but we don’t yet know how. We know the public and politicians will continue to change their view on the importance of different crimes, but we don’t yet know how. We know that criminals will adapt to exploit the opportunities which present themselves, but we don’t yet know what those opportunities will be. The quicker society, crime, technology and attitudes change, the faster the police will have to run, just to keep up, let alone get ahead.

How can the police keep pace, and how can PCCs help accelerate?

Those police forces who succeed in continuing to reduce crime and increase public confidence will have three key features. First, they will anticipate the changes in their environments, based on an intelligent understanding of the shifting environment. Second, they will innovate to design solutions for these new, emerging problems. And third, they will have the organisational agility to adapt the way they work to deliver these solutions. In short, innovation is not enough. Police forces must deliver innovation, and quickly. Every week that the police lag behind a shift in public priorities or a new type of criminality means more victims and the associated dent in public confidence.

Police and Crime Commissioners can play a crucial role at each stage of the process to help win the race to innovate.

First, the role of the PCC is to put the voice of the public at the heart of policing. PCCs are out in communities talking

to people – their electorate – about their concerns, problems and priorities. So PCCs are uniquely placed to feed back to Force leaders on how public opinion is changing, and identify emerging issues from the community. The quicker shifts in public perception and priorities can be identified, the quicker the police can respond.

Second, PCCs can accelerate innovation. The best PCCs are constantly talking to each other and other public leaders, being curious about how they are changing and adapting to new challenges. In addition, with their wealth of experience outside policing, they can challenge emerging ideas with an external perspective. Indeed the best PCCs are acting as the catalyst for innovation, bringing people together to solve problems.

And third, PCCs can speed up the pace of change. As I've argued, knowing the public is concerned about something and having an idea as to how to fix it is not enough: the police must deliver. As elected representatives, PCCs can use their political capital and profile to promote and champion change both internally and externally. Internally, they can provide vision and leadership to bring momentum to new projects and transformation initiatives. Externally, they can use their public profile and their democratic mandate to make things happen. Increasingly, the solution to a policing problem requires more than a policing response: for example, issues of FGM require close collaboration with schools and social services, as well as border officials. Police and Crime Commissioners can and do pick up the phone to shortcut bureaucratic processes or blockers.

If pace is the key to success in the future, PCCs can act as accelerators, by listening to the public, by being a catalyst for innovation and by driving change.

Josie Cluer is the Public Sector Lead at Moorhouse, the transformation consultancy. She has worked with organisations across policing and law enforcement.

B.6 John Tizard, an independent strategic advisor

Policing cannot live in the past - or alone in silos

Many modern policing challenges are hugely complex. Many are long standing, and traditional approaches to address them have failed. Indeed, all too often, the police on their own cannot realistically address these challenges, especially against a background of austerity and reduced resources.

To be successful, local policing has to be collaborative. The police have to work with partners across and with the public, voluntary and community sectors, local businesses, and above all, local communities and citizens.

And this collaboration has to be both strategic and operational.

In my personal experience, it is often the local police commander who will be one of the most committed and effective leaders of local collaborative working; and these local leaders are to be strongly commended for this. They recognise that they need the support and co-operation of others and in turn have to be ready and prepared to offer something in return. And there is indeed a shared and vested local interest for all in securing the best possible outcomes for local people, communities and businesses.

Police and Crime Commissioners (PCCs) have to recognise this too. PCCs must be involved in collaboration and lead by example. They absolutely must not regard this solely as an operational activity. In particular, they must collaborate with council leaders and leaders of the wider local civil society.

However, collaboration on its own is insufficient. Contemporary challenges require innovative solutions and, ideally, for the police, innovative means to achieve the prevention of crime.

Many of the challenges facing the police arise from systematic and/or structural social and economic inequalities/failures - and as the Fire & Rescue Services have found, prevention is always better than dealing with the symptoms and the consequences of these failures. The police have to be part of the team that addresses these, seeking preventive solutions to the maximum that this is possible at the local level. They must work with schools, with housing, youth, leisure and planning services, to support economic growth and employment initiatives, to help the NHS to address mental health issues, and much more. They have to be ready to invest time, people and money, and above all, to experiment.

Thankfully, I detect a growing recognition amongst police (both chief constables and PCCs) and other leaders that there is an urgent need for innovation as well as collaboration between agencies and professional groups, and between them and citizens, both as individuals and members of communities.

It follows that innovation and collaboration must mesh together if significant and complex issues are to be effectively addressed. And whilst innovation and collaboration may appear to be different, actually they have much in common.

Both require inspired leadership, focused on outcomes for people rather than institutions. They require empowerment of staff and others to facilitate flexibility and exploration of solutions. Rather than processes, procedures and manuals, collaboration/innovation depends on people at all levels (politicians, professionals, senior officers and frontline staff) having the right mind-sets and behaviours, as well as the space and time to explore, experiment and simply to 'talk' to others, particularly citizens.

The modern, far-sighted police leader recognises that she or he must personally champion innovation and collaboration, underpinned by real commitment rather than slogans, project/job titles, and vague ideas. Innovation and collaboration must be incentivised and resourced, and seen as 'core' to the police service - not some 'add-on'.

To be innovative, organisations and the people within them should continuously be scanning the horizon to see what others are doing at home and abroad, as well as in other sectors, adopting and adapting new practices. They must also be listening to and engaging their local stakeholders, especially citizens, in the design and development of solutions.

Much too often, I hear people at the head of organisations across all sectors claiming to be in favour of innovation and/or collaboration. On speaking to them, however, it is clear that the initial right words and platitudes are covering up a lack of any real understanding, dysfunctional behaviours, and a wholesale failure to embed the concepts within their organisations. This must not be the case with chief constables and PCCs.

They must not only 'talk the talk' about these concepts - they must 'walk the walk'. They must invest in training and support for their staff, and do this collaboratively with their partners. They must remove restrictive rules, regulations and procedures that get in the way of effective collaboration and innovation. And they must be ready to accept the occasional failure as part of the natural learning process: first instincts should be to learn, rather than to blame.

Police and crime panels should hold PCCs to account for their approaches and successes in respect of both innovation and collaboration. This will require some '720 degree' assessment and appraisal of commissioners.

Over the next few years, we desperately need to see more innovation and collaboration, or else many policing and related community critical challenges will remain festering and unresolved. There is an urgent and immediate need for innovative collaboration led by the police, and between them and others, and a collaborative mind-set that enables innovation. Modern policing can no longer live in the past, or in silos.

John Tizard is an independent strategic advisor and commentator on public policy and services; and a former county council leader and member of a police authority with senior experience in the corporate and voluntary sectors

B.7 Jon Harvey, Leadership & Organisational Development Adviser, Blogger and Town Councillor.

Pineapples, PCCs and Innovation

How do you prepare and eat a fresh pineapple?

For years (decades even), I have chopped off the top & bottom. Then I hack off large portions of the outer layer to avoid any of the spiky bits remaining and then impaling themselves on the back of my throat (is my fear!). But every time I have done this, I have hated throwing away so much of the juicy flesh of the fruit. Then I had an (innovative) thought a few weeks ago: why not eat it like a melon? In other words, having cut out the hard core, eat from the middle out towards the skin. You end up wasting far less of the pineapple.

It is a technique in development, I might add and one I am yet to perfect. And I don't claim to have invented it: since my 'discovery', I have met people who have always eaten pineapples this way. But I did not know. For me, this is an innovation that has been staring me in the face for a very long time. I just did not see it.

So how many other innovations in policing and community justice are also staring us in the face and we are just not seeing them? Or perhaps people are but feel abashed to propose them? Maybe for good reason, people don't want to suggest that there are better ways to do business? (If you want to know of one classic example, just read the biography of [Ignaz Semmelweis](#) who, as a young doctor in Austria, dared to suggest the innovation that his medical colleagues ought to wash their hands to prevent women in labour and their new born infants from dying...)

I have always contended that the role of the PCC is mainly a leadership not a managerial one. In this respect, PCCs have huge amounts of soft power (as well as the hard powers of budget setting and Chief Constable appointing etc.) The question is: how many PCCs are using this soft leadership to foster greater innovation in the face of criminals who can be rather good at it as well as rising levels of concern about justice, community safety and anti-social behaviour? I hope this thematic put together by CoPaCC, will go some way towards uncovering examples of good leadership practice in this field. In other words, how many PCCs are really using their 'pineapples' to drive up citizen value and drive down costs?

Into this debate, let me offer a few suggestions at what I hope this thematic will highlight. It is my hope that CoPaCC will discover the following:

- PCCs who are not just talking about innovation, but also doing something about it! And by 'doing' I mean taking action and seeing some substantive results come through. Innovation is not a theoretical exercise: it is a practical one.
- PCCs who understand that innovation is not just about information technology or giving tablets to frontline officers & staff, or all other systems that go ping... Innovation can happen everywhere: even in the kitchen.
- PCCs who are sponsoring innovation through (perhaps) innovation awards to staff and officers who develop new and fresh ways to beat crime, engage with the public and help people feel more safe. I am envisaging an award ceremony where people are praised and honoured for their ideas and innovations.
- PCCs who are paying attention to making suggestion schemes work. I well remember talking to a former Deputy Chief Constable of Durham Police who told me that he considered the time he spent every morning, personally reading and often directly responding to 'suggestion box' ideas from colleagues to be the most useful part of his day in achieving a change of culture in the force.
- PCCs who are putting in place Small & Medium Sized Enterprise (SME) friendly procurement. I am sure that [Stephen Allot](#), the Crown Representative for SMEs in the Cabinet Office would be able to tell them just how much taxpayer value there is be procured from innovative SMEs. Or maybe PCCs who are self-assessing their procurement strategy against the Cabinet Office's [SME friendly checklist](#) (which I helped to write, as it happens).
- PCCs who are taking action to hold their Chief Constables to account for making sure that their whistle-blowing policies are up to scratch, that they have robust methods for analysing complaints and

feedback from the public and that there is an increasing emphasis on developing organisational cultures which foster creativity and innovation. (I well remember hearing about one police service that was analysing its 'blame culture'. During one meeting, a senior officer banged the table and said, with a wry grin, "but I want to know: whose fault was this blame culture in the first place...!?")

- PCCs who are listening, really listening to what the public needs and wants: and who are prepared to dig into what they are saying in order to find some threads of innovation. The 'ah hah' moments can just as easily come from outside as from inside the organisation. (But you won't get these moments in starchy public meetings with chairs lined up like soldiers.)
- PCCs who are measuring innovation: recording progress, learning about just what it takes to foster sustainable innovation and broadcasting these lessons.

PCCs have a huge opportunity to make a difference here. And I really hope that the sterling work being done by CoPaCC to share and promote good practice will be heeded by adaptable PCCs. PCCs themselves are an innovation in leadership and governance.

Are PCCs fulfilling their potential and leading their police services and wider criminal justice systems to achieve even more innovation?

Jon Harvey, Leadership & Organisational Development Adviser, Blogger and Town Councillor.
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B.8 Clare Fraser, a Researcher at *Reform*, specialising in policing, criminal justice reform and technology in government.

In a speech to Reform's criminal justice conference last year, Policing Minister Damian Green MP said, "In five years' time we need to look back and see this was the beginning of a technological revolution in policing". That revolution has already begun. Bidders for the Police Innovation Fund, worth £50 million this financial year, have largely focused on ICT solutions to improve operational efficiency and create savings through more intelligent deployment of people and resources.

Despite fears that neighbourhood policing would be eroded as delivery models changed in the face of budget cuts, how officers use technology and the potential of this to reform working practices will have huge implications for the development of the localism agenda. ICT can be used to truly transform frontline policing, rather than merely digitising existing analogue processes. With the development of mobile data, police officers are able to spend more time in communities as they are able to do their job without having to shuttle to and from a central police station. Collaboration with different agencies enables the police to tackle local priorities in a more holistic manner. Technology is the key not just to more efficient services, but also a truly neighbourhood-based policing model.

The police are still falling behind the private sector however. As Damian Green said, "Technology has transformed the way we live our lives, but it has not yet transformed the way the police do their jobs". A recent RUSI report showed that while emergency services were quick early adopters of new technology throughout the 19th and 20th centuries, in the 21st century commercial technology innovation has outstripped that of the emergency services as the pace of technology development has accelerated. Lessons from the commercial world must be used to inform next steps for police reform. Innovations in how we shop, pay, travel and communicate have applications to blue light services too.

It was hoped that the Police ICT Company, staffed by ICT professionals, would solve what Theresa May called in 2011 the "confused, fragmented and expensive" existing system and reduce the need for ICT professionals within forces. It would also act as a gateway to private sector expertise, allowing PCCs to harness the efficiency and innovation of the commercial sector in developing emergency services technology. However, almost two years after it was first announced, the scheme is yet to be fully implemented. It is now up to PCCs to take ownership of this project to improve procurement of ICT solutions and act as a centre of best practice.

HMIC has voiced concerns that though there are examples of excellence in how PCCs have responded to the financial challenge, others have failed to lay the groundwork for long-term savings and efficiency gains through collaborating with other forces or improving their technology capability. Although force-specific technology development may enable vast improvements in one area, as police technology is developed for the coming decades, it is important that this is done in a coherent manner. Uptake of new services and working practises has been piecemeal and inconsistent, and although many forces actually have very similar ICT requirements, sharing of best practice is limited.

Innovation within individual forces is valuable, but in order to see the "technological revolution" that Damian Green spoke of, best practice must be shared and forces must be able to share data easily and efficiently. Each force is responsible for its own ICT systems, and these have not historically been structured in a manner which is conducive to data-sharing and collaboration. While the 43-force structure is an asset which enables PCCs to address local priorities and innovate freely, there is also unnecessary duplication and lack of integration between forces.

The reforms put in place by this Coalition Government have brought on the digital policing agenda a long way, but there is still more to be done. The College of Policing is used as a central source of information for "what works in cutting crime". All 43 forces, as well as the British Transport Police, have signed up to the College of Policing's Digital Pathfinder Programme to test and develop the digital capabilities of local police forces. The BlueLightWorks programme has been established by the Home Office to offer advice to police services in order to reduce the risk around ICT procurement and help forces develop their technological capacity. The Ministry of Justice and Home

Office are working to consolidate some of the national police IT systems as legacy IT architecture expires. These have been slow to integrate, and although open data standards are being put in place, large volumes of data are still relatively inaccessible. Good ideas are not disseminated quickly enough and forces are still establishing separate ICT systems that are not integrated with each other.

There has been some collaboration between forces, such as in the South East, where the PCCs of Thames Valley, Hampshire and Surrey have entered into a shared data network with BT. Through standardised technology and a trusted data network, the forces will be able to collaborate more closely as well as creating more cost-effective networks. A common ICT system is also being introduced between Bedfordshire, Cambridgeshire and Hertfordshire. These kinds of collaboration need to be established early so that the new technology infrastructure enables, rather than inhibits, collaboration and information sharing between forces.

Wider information sharing and collaboration is the next frontier for all public service reform. PCCs have been pivotal in driving innovation and the uptake of new technology in forces, and they are ideally placed to manage the interface between local, regional and national innovation and coordinate collaboration with other agencies. The cuts are set to continue, and it is crucial that PCCs plan for the long term. This means planning the development of new technology to facilitate greater integration, rather than 43 different solutions to the same problem. Further, integrated technology solutions must not be confined to the police, but should be spread across other frontline agencies as well as the wider criminal justice system.

B.9 Susan Ritchie, a Director at MutualGain.

PCCs and Innovation: Innovating for Better Community



This blog builds on the learning from the MutualGain networked learning and support programme which has been tested in two police forces – one large and one small.

The visual above captures emerging themes from cohorts when asked what would need to happen to police with, by and for communities: what would policing look like in a modern world if the Peelian principle of “Police are the public and the public are the police” was to be realized?

I have just spent three days in Sweden at a Democracy Summit where we have been discussing the future of democracy, and how we reconnect the personal with the political. PCCs must hold our practitioners to account and ensure they are equipped to deliver a new, innovative approach to public service delivery. It’s not easy and you can’t legislate for it - you have to learn new skills and *practice* them, then embed the *learning* into the core business so that a new approach to policing can be developed.

The big challenge for PCCs is how they ensure the police build socially connected citizens who create their own social capital and value the democratic space they inhabit. By bringing the state and the individual together within a democratic social space we might bring politics and policing closer to those who feel marginalized and disengaged.

Building social capital achieves more than financial efficiencies. It creates places that feel safe, supportive and connected. Rosenfeld et al (2001) found that social capital had a significant effect on homicide rates, net of other predictors, while the unemployment and age composition of population had no effect. Coleman showed that social capital wasn't limited to the networks of the powerful, but 'conveyed real benefits to the poor and marginalised' (Field 2010: p23).

How do services engage with those they need to so that they improve social policy and enable the PCC and the wider public to hold the police to account? How do we build a new set of 'norms' that might strengthen trust and relationships so that PCCs encourage a lively exchange of meaningful dialogue resulting in social policy and public services that genuinely help the vulnerable?

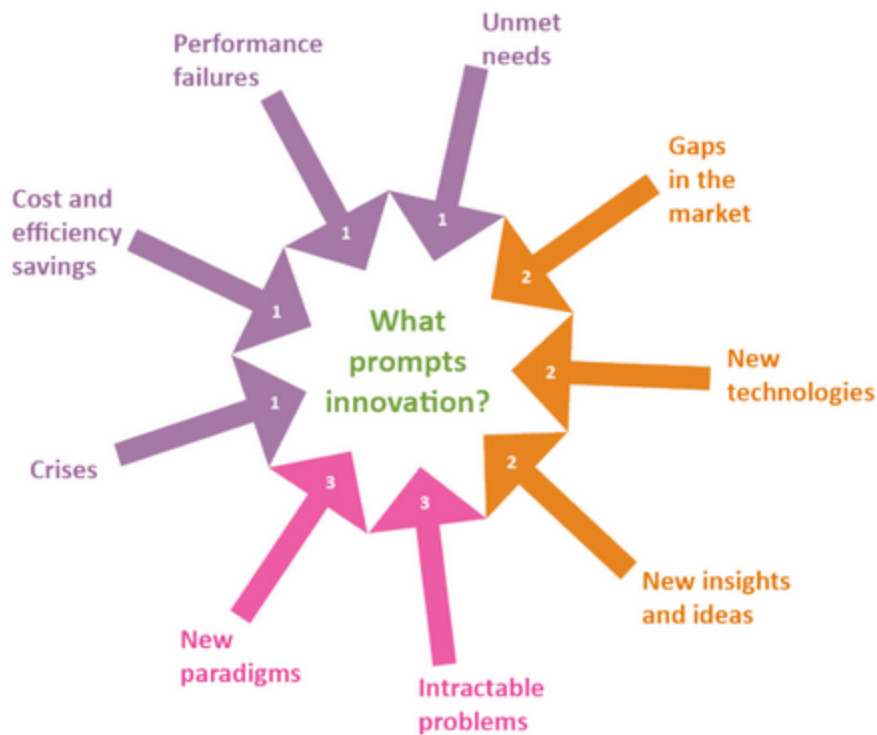
MutualGain's experience of working with police has demonstrated that when you conduct meaningful community engagement you disrupt the existing system: often what is needed can't be responded to within the existing structures and systems. Despite the goodwill and energy, those on and off our programme experience practical dilemmas and conflicting voices around the following themes:

- Communities are perceived to be in 'deficit' rather than viewed as rich in assets so we try to 'fix' them instead of unleashing their resources
- Command structures often put community engagement activity in the 'nice to do' or 'if we have time' box and when it is done it tends to be delivered in task-finish mode with little reflection or learning
- There is a narrative that communities are the answer to the problem, but practice prohibits it being done meaningfully as continued practice (not a project)
- Even when a meaningful project is commissioned, it isn't prototyped – there is limited commitment to a 'beta' version because of a cultural fear about thinking aloud
- The force says tackle burglary but burglary isn't the 'real' problem – who owns the 'drugs' and 'mental health' agenda?
- Police own the Organised Crime agenda, but it can't be tackled without communities and partners, yet partnership working on community engagement remains inconsistent
- Existing models of community engagement are about 'telling' not 'listening'. Activity isn't captured, codified and analysed to influence the 'system' – instead community engagement equates to fun days, roadshows etc.
- Devolved decision making doesn't always allow discretion in the command structure
- Community engagement myths continue to be believed¹³ leading to weak models of engagement

¹³ (see <http://www.involve.org.uk/blog/2013/02/26/from-fairy-tale-to-reality>)

Prompts for Innovation

The NESTA visual below shows that the police have most of the prompts to make innovation crucial for future delivery. The language has changed, transformation programmes designed, but now they need to invest in new practice.

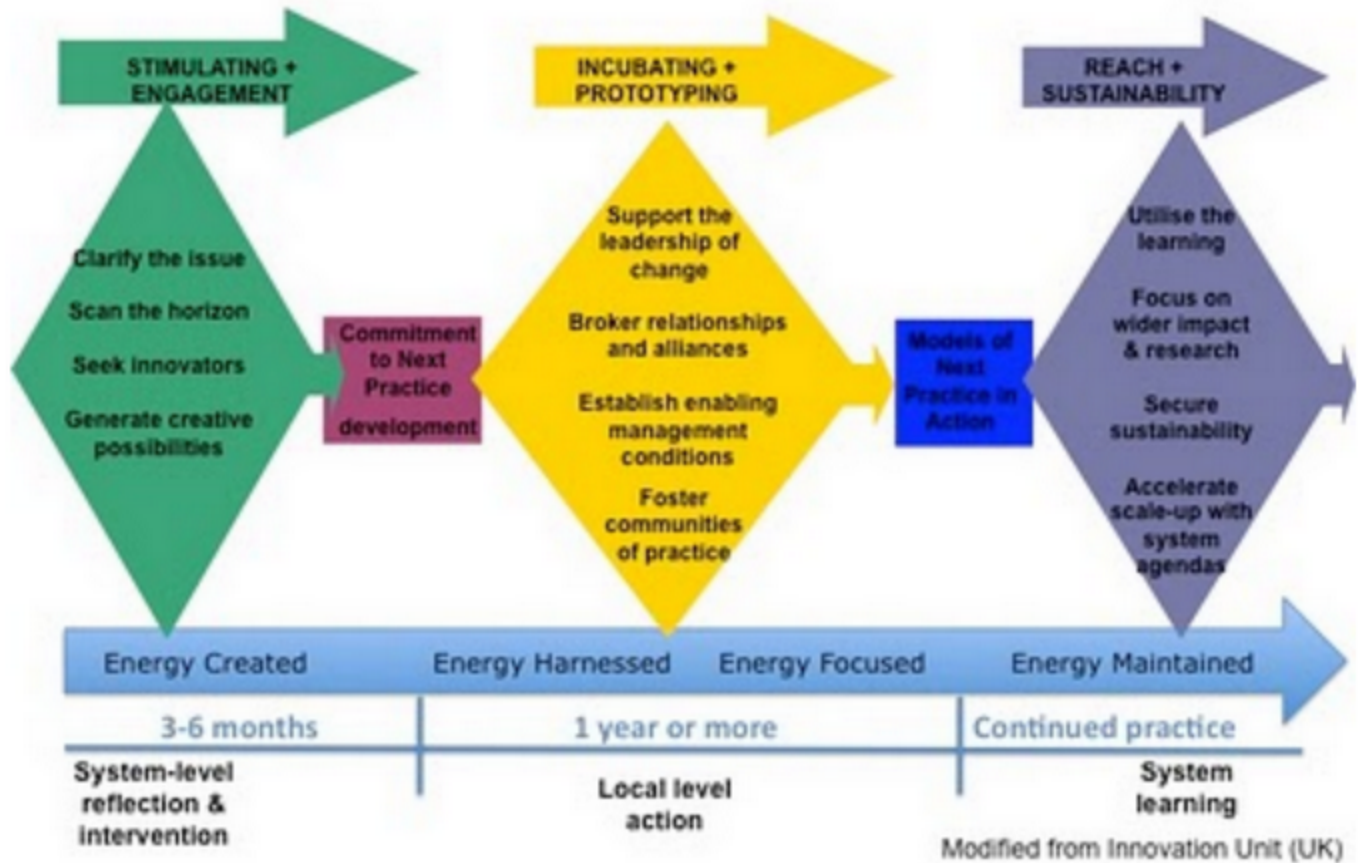


*Looked at closely, innovation nearly always comprises a long history of **incremental steps**. Getting to a **moment of startling insight or a great idea** usually requires a lot of **patient development work** – trial and error, **false starts, dead ends** and trips back to the drawing board to re-work your plans. (NESTA 2012. My emphasis)*

Neighbourhood Policing and its variations of co located/partnership teams, roadshows, pledges, neighbourhood agreements, PACT meetings, surveys, fun days, neighbourhood watch, clean up days etc are all incremental steps to give community engagement its rightful place in service delivery.

Those steps document a series of dead ends and false starts which didn't quite connect and mobilise the community in the way that was perhaps first intended. Ultimately the approaches didn't enable police to help build social capital at a scale that enables them to reduce demand on services.

Next Practice Innovation Model



Empowering those closest to the community to unleash the assets in communities is not the ‘soft fluffy stuff’ of policing – quite the contrary, it has proved to be the tough, challenging, and disruptive stuff of policing.

If we use the Innovation Unit’s model for innovation we are a long way off meaningful community engagement being the ‘continued practice’ of policing. Cooperation and meaningful dialogue is imperative for a future British policing service. As services across England and Wales prepare for the real financial pain in 2016/7 they will need to think beyond ‘task-finish’ cultures to a networked and asset based culture. There is little point in embarking on meaningful community engagement without being prepared to listen to what emerges and investing in new initiatives. Or to orate grand statements of empowering the frontline if there is no will to seriously consider stopping some of the more traditional methods of engagement. If the police service were a business, it would ensure community understanding, insight and assets were the route to a more profitable society. PCCs are well placed to encourage better forms of dialogue, and it could even be a vote winner!

Note about MutualGain

The raison d’etre of MutualGain is to empower organisations and communities to reconnect in the social space which lies between the state and the individual. Ultimately, we aim to promote greater participation and active citizenship within our democracy and increase social capital, for the mutual benefit of all. To do that we believe that we must unleash the assets of our public sector frontline, as well as tapping into the spirit and energy of the citizens they serve. We have been testing a new model of capacity building the police and partners to engage differently in Greater Manchester Police and Durham Constabulary. We are about to extend and develop the learning with Public Health. For more information please email susan@mutualgain.org or view our website at www.mutualgain.org.

B.10 Cate Moore, ‘citizen journalist and policing commentator’

Innovation and PCCs

It’s an easy mistake to look at new ideas and call them innovative. Innovation is not invention. One creates something entirely new whilst the other improves something already in existence. To simply look at PCCs at this stage and ask what innovations (if any) they have made, is as useful as looking at a child and asking whether it is a good orator yet. It takes time to learn and although not impossible, it is incredibly rare for innovation to happen after one good idea. The process for most innovations is an iterative one, a backwards and forwards motion of mistakes and learning from them. Mistakes are not the only way to learn but they are valuable.

Public Services have never been free to make mistakes and learn from them in the same way those operating in the free market. There has been a creeping negativity over many years now, calling time on creative processes using public money. The problem is, nothing will get better, no innovation will occur, unless it’s a lucky stab in the dark, if we don’t allow our Public Services to make mistakes.

It is with this backdrop that we have to look at PCCs, with their four year terms and uncertain Political futures. How can a PCC embark on an iterative process, given the restraints incumbent on them? If Value for Money is measured only in positive outcomes over relatively short periods of time, can success ever be more than simply doing what has always been done? Public mistakes by PCCs have proved costly for the Forces involved. Not in monetary terms as much as in reputational terms. It’s a factor which should weigh heavily on every OPCC.

Wrongdoing is of course not the same as making a mistake. The perennial ‘We got it wrong’ which is trotted out after complaints of wrongdoing have been upheld only serves to muddy the water and confuse the public. It sounds like someone simply made a mistake and whilst this is sometimes true, it’s more often the case that someone purposely chose a course of action in full knowledge of the rights and wrongs, but they got caught out. So let’s not confuse wrongdoing with mistake making. One is done in full knowledge; the other is done on a quest for more knowledge.

I have seen some fairly obvious examples of PCCs doing some new and interesting things. They are trying new ideas, changing things around. They are embarking on an innovative journey....perhaps. However, if they want to be re-elected to post or even move on to other things, they need to show success. So within three of the four years of office, they have to show positive outcomes for the changes they have made and the money they have spent. I argue that this is far too short a time period for long term assessment and therefore all of the projects are unlikely to be viewed as innovative in the future. Unless longevity and flexibility are written into current and new schemes, there is no room for repetition and adaptation.

There may be that lucky stab in the dark, a one in a million idea, that stands the test of time and with no process of learning, simply is an innovation. If there is, we will be lucky. More likely, new PCCs will have their own ideas and their own areas of interest, perhaps representing the needs of the different types of electorate who voted them in. Longevity doesn’t appear to have been designed in to the PCC model, even though it was quite a few years in the making.

B.11 Steria

“Innovation in Policing – Steria takes the wider strategic view”

With the Police and Crime Commissioners looking to make a lasting difference, innovation is being looked at by many as a catalyst for change which will help them increase efficiency and contribute to the delivery of the strategic objectives set out in their Police and Crime plans. A number have created Innovation Funds to give local initiatives additional impetus; for example the fund created by Angus Macpherson, PCC for Wiltshire and Swindon has seen approaching £1 million distributed to support voluntary sector crime reduction and offender rehabilitation.

A national initiative, the £20m Home Office Innovation Fund, received a tremendous response from Police Forces across England, demonstrating the appetite for transformation and the importance of innovation in modern policing. The extension of this programme to allocate a further £50m in 2014/15 further underlines how seriously innovation is viewed.

One of the key topics emerging from the innovation funding process is Digital Evidence, where a number of different programmes are benefitting. Kent and Essex Police, for example, have received financial support for their Visual Media Evidence and Intelligence Programme, which will use video evidence captured at incidents, such as those involving domestic violence or public disorder, and which will be analysed using modern software techniques. Body worn video projects in a number of forces including Durham, Gwent, Hampshire, Leicestershire and the Metropolitan Police Service have also received funding, along with a programme to extend the use of Automatic Number Plate Recognition (ANPR) in Norfolk and Suffolk.

This is just a snapshot that shows where investment in innovation is already bringing results across the UK. Digital Evidence is one area where Forces are likely to continue to invest over the coming years because it provides significant practical benefits that support operational policing, which in turn underpin the PCC's strategic objectives.

Innovation as a strategic tool

What is important is for the PCC's to really make the most of innovation as a strategic tool. Continuing with the Digital Evidence example, it is clear from our work with Forces across the UK that Digital Evidence is part of a complex landscape. It comes in an increasing number of forms and from a variety of internal and external sources including Digital Interview Recording, CCTV, Body Worn and Vehicle Mounted video, Mobile Devices and ANPR. Typically, the technologies behind these diverse sources are silo'd in nature, which leaves forces needing to address numerous issues regarding capture, access, storage and sharing of the evidence, as well as cope with the impact on existing systems and capability.

Innovation in this area is rightly attracting a high level of attention and is driving significant change across policing. However, what is also clear is that the silo'd approach to the technologies around Digital Evidence cannot continue indefinitely. It needs to be addressed within a wider Digital Evidence framework.

Bringing innovation to life

Steria has had a passion for innovation since our foundation. For us, innovation comes from proactive programmes of continuous improvement on our client accounts, as well as the delivery of organisations own in-house innovation programmes.

It is often in new and emerging technology areas where we are asked to help bring innovation to life, and then execute the change programmes to deliver those innovations – in cloud services, mobility, or security for example.

Working with Policing to deliver innovative solutions

Having worked with police forces in UK and Europe for over thirty five years, Steria has built up in depth experience and understanding of the challenges they face in their day to day activities. We've used this to innovate in a number of areas, most recently in establishing a Digital Evidence service offering, which takes the end to end view of how

Digital Evidence needs to be used in practice.

Our service will help Forces make the best use of the plethora of Digital Evidence available to them, and do so in a way that is operationally efficient, secure, compliant and cost-saving. Our IL3 Software as a Service (SaaS) offering is not only an exciting new technological development, it is also commercially innovative, negating the need for capital investment in IT infrastructure, software and personnel to support and maintain the solution.

This service addresses key operational issues in a secure environment:

Access - the ability to search for digital evidence using a variety of search criteria relating to the case itself

Sharing - the ability to sharing of digital evidence with trusted 3rd parties using secure auditable and traceable technologies

Compliance - compliance with standards such as PACE and MOPI

Taking an enterprise wide approach to Digital Evidence will also put forces in a better position to deliver a lasting difference to the communities they serve, as well as delivering benefits more widely across the criminal justice system as information can be shared securely and effectively between forces and the courts.

Making a lasting difference?

Innovative use of technologies such as Digital Evidence is helping PCC's achieve a number of strategic objectives. Benefits can be achieved in areas such as victim and witness care, an issue high on the agenda of most PCC's. Digital Evidence tools can quickly and securely extract evidence from mobile devices without the need for specialist technicians, evidence can be presented to a suspect more immediately, increasing the chance of a suspect pleading guilty more quickly, resulting in less trauma for the victim through a quicker justice process and the avoidance of court proceedings.

Similarly, Body Worn Video is also gaining a reputation in the early evidence gathering process to support prosecutions for vulnerable domestic abuse victims who are unwilling to provide a statement or give evidence in court.

And yet, if policing is to maximise the benefits and make this difference last, innovation must not be considered as a technology stream of activity, or as individual technology projects, it needs to be viewed as part of the wider strategic picture.

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B.12 Paul West of Policing First

PCC's self-funded skills development and prisoner rehabilitation project

One of the voluntary criminal justice-related roles that I have taken on since retiring from the post of Chief Constable of West Mercia Police in 2011 has been that of Penal Affairs Advisor to the Bishop of Worcester, Rt Rev Dr John Inge. So far, I have participated in the selection process for a new Prison Chaplain, given the Bishop background briefings on various bills considered by the House of Lords, and engaged with the media on such topical issues as whole life tariffs and juvenile incarceration.

Following on from my 32 year career in the police service, the new perspective that the role of Bishop's Advisor offers has proven to be hugely enlightening. It has also reinforced my long held view that the criminal justice 'system' requires much greater levels of integration and joint agency working than currently happens.

When the Coalition Government created the title Police 'and Crime' Commissioners, it intended to convey a broader scope for their remit than just policing. (MP Nick Herbert's preferred name, Police 'and Justice' Commissioners, would have made this point even clearer.)

In fact, PCCs have negligible powers beyond policing. This means that to effect change in the broader justice system, they must rely on persuasion and negotiation rather than direction.

And that is why it is refreshing to see some PCCs actively seeking to embrace the wider aspects of their role through innovative long term crime reduction schemes.

A case in point is in my former Force area, West Mercia, where a prison-based project, now in its infancy, bears testimony to the creative thinking of PCC Bill Longmore. Bill is a former police officer, who after retiring founded and ran a very successful business in the manufacturing and sales sector. Bill's long held belief in the value of working with offenders to help them develop new skills so they have an alternative to a life of crime, allied with his business acumen, is the basis of his innovative scheme.

There are three men's custodial establishments in the West Mercia force area: a maximum security Category 'A' prison; a multiple security Category 'B' to 'D' prison; and a young offenders' institution for those aged 21 and under. Together, they contain a range of high quality facilities, including woodworking machinery, engineering workshops, plant and vegetable nurseries, animal husbandry areas and kitchens for specialist food production.

All of these are primarily used by prisoners to develop and enhance their practical skills to assist in their rehabilitation within the world of work upon release. The added benefit is that they are used to manufacture and repair prison equipment (including furniture) in a cost-effective way and to produce high quality, healthy food for the prison estate.

In visiting all three establishments as part of his programme of induction visits, Bill discovered that the government's austerity programme has brought about a reduction in the number of training opportunities for prisoners. The attendant boredom and monotony of routine this creates can lead to disciplinary problems that interfere with the smooth running of the custodial estate. Bill also realised that most of the facilities were vastly under-used; viewed from a business perspective, they were operating at a fraction of their potential manufacturing and production capacity. He quickly identified this as a lost opportunity.

Bill comments, "There's no doubt that increased output could broaden the range of prisoners' skills, engage them in meaningful activities and generate significant quantities of product for external sale." However, with an eye to future markets his focus on quality is clear. "The aim should be to manufacture and produce high quality, value for money items – very definitely not those of a 'pile them high and sell them cheap' variety," he says.

A very productive meeting with the three Deputy Governors followed. Since then, Bill's embryonic project board has met on two occasions. All parts of the prison estate in West Mercia, including at the Governor level, are enthusiastic about Bill's vision of a prison-based self-funded skills development manufacturing and sales operation.

The business model that he is proposing involves achieving external sales of a varied range of products manufactured in the three custodial centres, with all profits being re-invested in the prisons to fund equipment and staff for further skills-based training programmes.

His next step is to identify carefully selected partner suppliers and sales outlets, and agree with them a broad range of manufacturing lines. Care will be taken to ensure that the project does not unfairly compete with non-prison based manufacturing companies already trading in the same or similar marketplaces.

Working in partnership with the three prisons, Bill is seeking to create an independent not-for-profit Community Interest Company, run initially by a volunteer Board of Executives and Non-Executives with appropriate business, manufacturing and marketing skills and experience. Fundamental to the scheme's success will be a requirement that all of those involved in running the Company must share his passion for assisting prisoners' rehabilitation through enhancing their employability and their social and life skills.

Building upon the primary aim of making better use of existing prison manufacturing facilities, a secondary element of the initiative could be to identify prisoners who have skills for which there is currently no formal outlet, artistic ability, for example. These prisoners could then be provided with the necessary equipment and materials to produce high quality items for external sale and to provide tuition and mentoring for fellow detainees who wish to develop similar skills.

Bill plans for the project to be fully established and sufficiently mainstreamed to continue operating well beyond the end of his term in office, irrespective of who is elected as West Mercia's Police and Crime Commissioner in May 2016. Furthermore, as a keen and active supporter of the Care Farms movement, he believes his project will have a good degree of synergy and scope for developing partnerships in the longer term with established Care Farms in West Mercia and beyond.

He also sees the project as having deeper benefits, "This initiative isn't all about prisoner rehabilitation and re-integration into the world of work. It's just as much to do with developing a sense of achievement and self-worth amongst the long-term and lifer prisoner community, many of whom feel complete worthlessness and a sense of detachment from the world outside the prison walls."

PCCs are expected to take a broad view of what crime prevention means and to incorporate all aspects of the criminal justice system into their thinking. Bill's innovative response to this challenge is clear. And as he says, "If putting in place practical schemes to assist in the rehabilitation of prisoners back into society isn't a core component of cutting crime, then I don't know what is."

Paul West QPM is the former Chief Constable of West Mercia Police 2003-2011. He now runs Policing First, an ethically-based company with a unique business model, involved in UK and international policing development and supporting a range of community-based educational, healthcare, skills development and community safety projects and charities.

B.13 Ed Hammond of the Centre for Public Scrutiny

PCC Innovation: thoughts on accountability

Innovation is a slippery concept. For some it is about attempting to do what you already do better and more efficiently. For others it is more about transforming – challenging assumptions and starting from a blank slate, potentially leading to substantial change. Whatever the definition is, the aim of innovation must be about doing things differently to bring about improvements.

However PCCs choose to define innovation, and whatever that innovation looks like, there's no doubt that the challenges that PCCs currently face will demand responses that are creative, that involve taking calculated risks and which may prove locally contentious. It's important to remember that some innovation can have make things worse - a concept that even has its own word in German, "schlimmbeßerung" (meaning "worse betterment"). Success is not guaranteed, and innovative ideas need to be considered, questioned and acted upon intelligently.

This work will require that PCCs work closely with those from other agencies – in short, that they are prepared to engage with and seek to influence others.

PCCs' powers lie in their influence – their ability to work together with other partners to develop common priorities, and to use the funding at their disposal to develop a consensus on how those priorities are tackled. Police and Crime Panels should be seen as key partners here, and as a key means to develop and promote innovative ideas.

The Centre for Public Scrutiny carried out detailed research in autumn 2013 on the operation of Panels, and their relationships with PCCs. It would be fair to say that the views of practitioners and policymakers towards Panels are decidedly mixed – particularly in respect of policy development. Some Panel chairs, and others, are on record as saying that Panels are "toothless"; however, our research shows cause for optimism about their potential. Some Panels and PCCs have worked closely together – particularly to refine budget plans, and to enhance Police and Crime Plans – which demonstrates that this potential is there. There is no structural flaw in the way that Panels have been established which makes them unable to contribute to developing innovative ideas. The key lies in the freedom they are given to engage with PCCs who wish to push forward those ideas, the information available to them to have those discussions and the resource at their disposal to make sure that this work is of a high quality.

Our work on overview and scrutiny in local government has demonstrated that, given the resource and opportunity, independent, evidence-based advice on developing policy can be critically useful for decision-makers.

What can PCCs do to harness Panels' potential to develop and sustain innovation?

- Having conversations about what innovation is. Where the PCC is developing a different model for community safety in his or her area, the Panel can help to frame the terms of the debate. Initial assumptions being made by the PCC about what might or might not work – and which areas might or might not benefit from substantial transformation – can be constructively challenged with a view to making the eventual plans more robust. Panels need to have the confidence and the skills to ask relevant and searching questions about innovation – what it is, what it aims to achieve, how the PCC will know if it has met those aims. To do this, Panels will need the PCC to adopt a supportive approach to this scrutiny – a recognition that innovation is not just about an individual PCC's vision, but can benefit from being seen as a collective responsibility;
- Using Panels to help gather evidence from a wider range of stakeholders. This will help test and refine innovative ideas – Panels are in a position to facilitate this discussion and to take on some of the burden in speaking to a wide range of stakeholders, as part of their role in supporting the PCC. Panels can also encourage partners themselves to innovate – particularly local authorities. Panel members who are councillors may lead their local Community Safety Partnerships. Those councillors will be in a position – through their understanding of what the PCC is trying to achieve – to drive forward complementary work at the CSP. Where Panel members are non-executive councillors sitting on their authority's community safety

scrutiny committee, their scrutiny of community safety partners at local level will help to complement the supportive scrutiny provided to the PCC – promoting the idea of innovation and provoking those partners to take innovative action. Lay, independent members of the Panel may well have wider professional networks with which they can engage to perform a similar function;

- Working with Panels to understand what good practice might look like, and how lessons can be learned from the experiences of others. Panels can look to other areas and other sectors, considering evidence from around the country and making independent recommendations to assist the PCC in deciding on how relevant that evidence is to local activity.

There are challenges to achieving this. Firstly, Panels need to be resourced effectively, to allow them to carry out this supportive policy role. Secondly, PCCs themselves need to be open to Panels' involvement in this way. Finally, Panels need to recognise their role as one that should be about identifying, bolstering and championing innovation. Accountability is about challenging the status quo, making positive suggestions for change, and opening up a dialogue about what works well, what doesn't and what might work differently. These are all practical things that need to happen in an organisation which is aiming to innovate.

B.14 Peter Martin of Bluelightworks

Bluelightworks: a real engine of change

PCCs may have heard of the Evidence Based Decision Support contract let last year by the Home Office (later renamed Bluelightworks). Bluelightworks is a pioneering capability formed through a cross industry collaborative partnership, which encourages the sharing of information, ideas and innovation in an environment where Intellectual property is respected and shared. It provides unbiased, objective advice to support transformational change within the emergency services; particularly those enabled by ICT.

This is not another route to consultancy services, but it offers an alternate way to reduce risk or optimise outcomes, by using a different perspective, a different way of tackling problems and a different set of behaviours.

Bluelightworks is set up to deliver the outcome to meet the customer's specific problem. Unlike other sources of external input, Bluelightworks have a set of enduring principles:

- No “land and expand” – the projects are defined in advance and have a beginning, middle and end, the team are there for one purpose - to support the customer's specific goal;
- No “borrowing your watch to tell you what time it is” - you can help pick the experts that you need and ensure that, by working with your people, knowledge and experience is retained within your organisation;
- No “making the answer fit a particular service offering” – because the team is specifically tailored to respond to the problem and drawn from across industry they do not arrive with a “shrink wrapped” solution that will be crowbarred to fit your problem.

What makes Bluelightworks different?

Bluelightworks is a proven capability, modelled on the MoD's Niteworks which has been delivering value to the armed services for the last 10 years, however, Bluelightworks has learned from the lessons of its military cousin and it is delivered in a way which meets the needs of emergency services, not military customers.

It delivers changes and efficiencies across a broad range of topics which include technology, new and existing infrastructure, strategy, operating processes and people, where we will work with our customers and end-users to de-risk critical decisions and outcomes, and improve outputs. Moreover, Bluelightworks has innovation and collaborative working at its core; the aim is to deliver specially selected teams of experts drawn from its broad and deep partnership who are blended with the customers own resources to tackle specific problems. We spend time shaping the problem and determining the task then find the best way to solve it.

Why should PCCs be interested?

All PCCs are under tremendous pressure to transform police services. These pressures come at a time when budgets are being cut and public expectations are rising – in part due to their own experience of how the private sector has transformed its approach to servicing its customers in times of austerity.

Changing business processes, working with new partners and introducing modern technology can help deal with these pressures. But there are risks inherent in any change programme, whether enabled by technology or by not. PCCs can reduce this risk by ensuring that their projects are supported by advice which is impartial, multi-dimensional and relevant to the problems they face.

Bluelightworks has been designed to offer this advice.

Bluelightworks also has a growing knowledge library based on outputs from previous projects, so learning can be reused and applied where relevant saving time and cost. This same knowledge base will also be used to draw together common question, challenges and themes, so PCCs can learn from each other and come together to solve common

problems.

How does it work?

Bluelightworks has set up a partnership, which is made up of over 70 organisations across the security, IT, business and academic sectors. It has a broad and deep mix of partners including large corporates as well as many small medium enterprises (SMEs) so customers get access to the best minds and latest thinking. PCCs wanting to use Bluelightworks will work with the Partnership's core team, which is funded by the Home Office, to define the problem and shape the task. Once agreed, the core team will form an approach to the solution and select a project delivery team made up of best athletes from candidates selected from across the partnership and customer representatives.

The team works under the protection of a Non-Disclosure and Ethical Behaviour Agreement (NDEBA) which allows even direct competitors to work together and share ideas. PCCs will gain strategic insight into a breadth of thinking as well as access to new ideas and strategies from across industry. It's a totally new cultural experience for many and is a highly creative, innovative and dynamic process delivering exceptional outcomes.

What problems have been tackled so far?

It is still early days, but Bluelightworks is building a portfolio of projects which encompass the big issues of the day. As examples, Bluelightworks:

- has worked with a force to determine an approach to distributing rich, unstructured data (such as CCTV footage and building schematics) to and from front-line officers without them needing to return to base;
- is working with a MASH looking to achieve more through better application of technology, process and people;
- is working with the Home Office to explore how better value can be achieved through collaborative procurement across police forces and law enforcement agencies.

How much does it cost?

The Home Office funds all initial investigative work, scoping and shaping, but once a project is agreed, individual clients pay for the project itself. Clearly, depending on the complexity of the project, costs will vary, but the objective of Bluelightworks is that the participating organisations always receive exceptional value.

Interested?

If you would like more information on how Bluelightworks operates or how it can help you, please contact me, Peter Martin, the Bluelightworks Delivery Director.

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B.15 Mark Iveson of Capgemini

A major initiative is underway at one of the UK's largest police forces that may ultimately change the way in which all police forces consume IT. The force's new IT strategy is focused on the following areas:

Force strategy launched February 2014 by force CIO

Objectives:

- Reduce existing application estate of 200 to 50 over three years.
- Put more mobile technologies into the hands of police officers to make the service more efficient
 - 90% of police officer transactions to be completed on a mobile device
 - Equivalent of 900 extra officers on the beat
- Reduce 400 in flight projects to seven large operational change programmes

It was agreed upon that to meet these objectives, traditional, large scale, waterfall type projects that take months if not years to deliver product in to the hands of users will be eradicated where possible. Instead, open source technology (which is free in most instances) is being used to build solutions that will meet the force's policing and corporate goals.

Open source provides myriad benefits to the force including a much lower total cost of ownership, solutions tailored specifically to policing requirements and the flexibility to enhance solutions as and when needed over the lifecycle.

The systems are being built in an agile way using an agile development approach so that officers are involved from day one in the design and testing. Developments are undertaken by "scrum teams" in 2 week "sprints", after each of which the completed functionality is demonstrated to users, whose input feeds into the next sprint. This approach puts the Police users firmly in control of the emerging products.

As leaders in agile development practices and how to deliver at scale, Capgemini has been at the forefront of the development factory approach using agile methods and open source systems. We call this approach "Development as a Service" our agile scrum teams are currently located at the force premises. However, we also deliver this service from our own secure development factories. Capgemini's approach to agile development is risk-driven and designed to institutionalise a way of working that is responsive, delivers swift results and also protects the business.

The force's strategy marks a sea change in how UK policing will benefit from IT. They will be able to adopt new technologies as and when they emerge, meaning that technology will play a much greater role in the enablement of front line policing.

Specifically, mobile technologies are key to operational efficiency. Officers will be issued with mini iPads that will enable them to access data that would otherwise have involved a lengthy interrogation of disparate intelligence databases. They will also be able to capture witness statements and crime scene information directly on to the device which will then be uploaded to the case management solution and various back office systems. This means a significant reduction in the amount of time an officer spends on administration, resulting in more time being returned for operational policing.

This is a significant programme of change that has implications not only for the force but for all UK police forces and will ultimately put them firmly in control of their IT destiny for years to come.

Mark Iveson is the Police and Home Office Director at Capgemini, and can be contacted via mark.iveson@capgemini.com

B.16 Charlotte McLeod, Crime & Justice Research Fellow, Policy Exchange

Police and Crime Commissioners: the catalyst for reform

It cannot come as a surprise to say that policing can be culturally and institutionally resistant to innovation. Given that the police often deal with situations and issues that can result in serious harm to victims, their aversion to risk is understandable. Public sector silo's and the lack of cross-agency collaboration continue to form barriers against the development of new ideas. That is why Police and Crime Commissioners, a role which Policy Exchange first proposed over a decade ago, offer a once-in-a-generation opportunity to change the balance of power in a system bereft of local control or financial responsibility that provide the freedom and ability to innovate.

PCCs are a catalyst for reform through their capacity to lead and drive forward the innovation so desperately needed to improve our policing practices and protect the public. Although many of the barriers to innovation still exist, new initiatives have enabled PCCs to implement, develop and share innovative programmes and ideas. The Home Office's creation of a £50 million Innovation Fund has provided the opportunity for PCCs to access the funding for existing and emerging innovative projects in an otherwise reduced funding environment. The launch of the College of Policing has also provided an important means to identify, develop and promote good practice across police forces. Indeed, PCCs themselves have shown more innovative flair in the 18 or so months since their election than some might have expected.

Since PCCs first took up their post, local innovation has thrived. PCCs are piloting new ideas and driving new models, with the fresh ability to respond to local needs through their relationship with local communities and victims of crime. A number of PCCs have developed local community funds to encourage innovation from local people and those working in the criminal justice system whom often hold the key to improving practices on the ground. Matthew Ellis, PCC for Staffordshire, launched a 'Commissioner's Community Fund' in three separate streams; the 'People Power Fund' to empower local community based groups to find solutions to community safety problems, the 'Proceeds of Crime Fund' for key partner agencies through money seized from criminals by Staffordshire Police, and the 'Locality Deal Fund' for local councils to fund local initiatives to help make their area safer. PCCs have also been able to drive forward their own innovative schemes: sobriety scheme pilots, body worn camera technology and mobile data equipment are just some of the innovative programmes and technologies that have been implemented by PCCs, using their unique position to lead from the front and bring together partners to bring about change.

But it is strategic innovation that needs greater collaboration and planning on a wider scale. A number of PCCs have recognised the potential for this. The Police and Crime Commissioners for Bedfordshire, Hertfordshire and Cambridgeshire are undertaking a three way collaboration including the introduction of a common ICT system across the three forces, and are also in discussion about the potential for mergers of their force control rooms and custody suites. In Northamptonshire, Adam Simmonds is driving forward ambitious proposals to create the first fully integrated emergency service in the UK. This form of strategic innovation is vital in times of tight budget constraints, complementing the saying 'innovate or die', and has the potential to go much further as PCCs grow in confidence. In our report ['Rebooting the PC'](#) Policy Exchange proposed the establishment of a set of 'Hubs for Innovation in Policing' – small collaborative networks, specifically designed to foster innovation, that would lie outside of current organisational structures. HIPs would be based in research-intensive universities and bring together several local police forces and their PCCs, commercial suppliers to the policing sector, social entrepreneurs and voluntary sector agencies relevant to the wider police mission. HIPs would identify problems where innovative thinking and solutions are required, design practical innovations to these challenges, and 'talent spot' new innovations with potential for wider application.

Looking to the future, we are convinced that PCCs need fully devolved powers in order to maximise their potential to drive forward innovation. Policy Exchange's recent report, ['Power Down'](#) called for further powers to be devolved to PCCs across the wider criminal justice system, a call echoed by PCCs themselves and the Home Secretary. A three

step process would see the first stage of giving PCCs the power to influence the people, agendas, performance and coordination of the criminal justice system at both a national and local level. The second, medium term stage would see them becoming more financially responsible for the wider system – both for holding and commissioning with certain criminal justice budgets, and perhaps having greater ability to alter the levels of demand created within their local areas. The third, longer term action would be to give PCCs more control over revenues, looking at the potential to expand the remit of the Police Precept to a ‘Police and Justice Precept’, and afford local areas greater ability to generate income and maximise revenue. By maximising the ability of PCCs to innovate, PCCs will be able to continue the progress made so far and also fulfil the huge potential that the introduction of PCCs has created to innovate on scales previously unseen in policing and the wider criminal justice system.