



## **INFORMAL POLICE AND CRIME PANEL – 23 SEPTEMBER 2021**

### **INNOVATION BOARD – YEAR TWO UPDATE**

#### **REPORT BY THE CHIEF EXECUTIVE**

#### **PURPOSE OF THE PAPER**

*To provide Members with an update on the operation of the Dorset Innovation Board.*

#### **1. BACKGROUND**

- 1.1 As part of the 2019/20 precept, it was agreed that an Innovation Fund should be created, recognising that innovation is crucial to the continued success of any organisation, and the shared belief that Dorset Police should test and evaluate new ideas from the workforce to remain efficient and effective.
- 1.2 The Innovation Fund is managed through the Innovation Board, which was established in Spring 2019. The Board is jointly chaired by the Deputy Chief Constable and the Chief Executive, meeting every six weeks.
- 1.3 In February, the Dorset Innovation and Evidence Based Policing Hub was established via the Microsoft Teams and Intranet platforms – this provides employees with the ability to submit an idea from any Force issued smart device. Importantly, as ideas can now also be seen by anyone else within the organisation, others are able to offer feedback, further avenues for thought, or to otherwise support the development of the ideas through endorsement or referring it to others who may be able to add advice and recommendations. Another helpful capability of this platform, in receiving and managing bids, is that individuals can add in documents, weblinks, videos and other media to ideas, which was more problematic using the previous application process.
- 1.4 To support and further embed the culture of innovation within the Force, a 'button' has been added to the top of the Intranet homepage, that connects individuals directly to the Hub, and categorisations have been added directing innovators to consider ideas along the following highlight areas of innovation activity for the Force:
  - Processes – ideas looking at better and more effective ways of working or adopting different processes that would save staff time and provide a better service to the public.
  - Vulnerability – ideas that will contribute to the priority of providing an even better service to protect the vulnerable in communities.
  - People – ideas where an innovative new role or post would contribute to our priorities and provide a better service to the public.
  - Challenges – ideas that might help to tackle a challenging or problematic area of policing.
  - Technology – ideas that involve a new or innovative use of technology.

- 1.5 Furthermore, a short internal video was produced to highlight the Innovation Hub, the process of submitting an idea, and includes testimony from several innovators who have had their ideas supported through the Board, and their views on the process.
- 1.6 Since the implementation of this new system, 25 ideas have been submitted to the Hub, with each one assessed to ensure the idea is new, technically achievable and will realise the intended aims before being presented to the Board.
- 1.7 The creation of the Board, and College of Policing support, has meant that Dorset has used emerging national best practice to embed and promote idea generation and problem solving throughout the organisation. Within the Innovation Broker network, the College has acknowledged Dorset's financial and structural commitment for "having taken a fantastic step in promoting innovation and taking ideas from the bottom up".
- 1.8 There has been, and continues to be a focus on, a shift in culture to one where each member of the organisation can propose an idea in the confidence that it will be considered, and that regardless of any outcome the person proposing any idea will receive direction, signposting or be asked to become involved in further developing their idea.

**2. FUNDING**

- 2.1 A total of £532,150 was made available for the Innovation Fund in 2020/21. The funding position is summarised as follows:

<b>SUMMARY</b>	<b>£</b>
Base Budget Funding 2020/21	500,000
Carry forward from 2019/20	18,150
Returned from Emerging Threats Fund	14,000
<b>Fund for 2020/21</b>	<b>532,150</b>

- 2.2 Policing activity during 2020/21 was largely focused on the COVID-19 pandemic, and as such innovation activity was not as widespread as in 2019/20. As a result, bids totalling £195,400 were funded in 2020/21 (see Appendix A).
- 2.3 The remaining £336,750 within the fund has been approved by the Resource Control Board to be carried forward to 2021/22 and added to the opening balance of £200,000.
- 2.4 The Board co-chairs have delegated financial responsibility from the Chief Constable and PCC to administer the Innovation Fund. This is supported by the Dorset Police finance team, who provide regular financial reports, which are also presented to the Resource Control Board.

**3. YEAR TWO DEVELOPMENTS**

- 3.1 The administration of the Innovation Fund continues to benefit from utilising existing OPCC processes in managing its various commissioning streams. Part of these include an evaluation to ensure funded projects deliver on the expected outcomes and are fully embedded into the organisation allowing for a maximisation of the investment.
- 3.2 Naturally, the sudden and intensive demands on policing brought about by the COVID-19 pandemic have meant that fewer formal Innovation Fund initiatives have been progressed within the last twelve months, compared with year one. Much of the Force's innovation has rightly focussed on the need to address the complexities caused by mass remote working, social distancing restrictions and the need to keep apace with regular changes to new legislation. Due to the pace and urgency of this change, this innovation was managed via the

COVID-19 command structures stood up in response to the pandemic. Nevertheless, the culture of innovation that has been fostered by the Innovation Board proved invaluable during this period.

3.3 Throughout the second year, the Innovation Board has continued to monitor those bids identified for funding in the first year and as outlined to the Panel previously, to ensure that ideas are subject to evidence-based evaluation.

3.4 The following examples have been progressed within the last year:

3.5 Live Video Streaming

The Force is currently undertaking a 12-month proof of concept trial using a web based streaming platform. GoodSAM allows officers and staff to view live video streams at incidents by utilising the cameras on mobile phones. This is achieved by sending a text containing a link that opens the caller's camera so that the call handler can see and hear for themselves what the caller is trying to describe. This allows the "remote triage" of the scene. The system also allows one or two-way communication and provides real time location data using the device's GPS. The video and audio can be saved remotely for evidential use and videos can also be shared with responders to allow them to view the scene prior to arrival.

There is also an application that allows officers to stream video from their allocated smart device to an approved internal or external partner via email or telephone number. The Force control room will be able to see the live stream on the GoodSAM platform and share it on the officer's behalf, if required.

Key aims for the project are enabling more accurate risk assessment, and better decision making, by control room call handlers and dispatchers, leading to more effective resource allocation. It is also expected that the use of GoodSAM will result in an increase in guilty pleas due to the improved quality and quantity of evidence.

The trial is due to finish at the end of November 2021.

3.6 Mental Health Triage Vehicle (MHV)

Dorset Police, Dorset Healthcare Trust Mental Health Service and the South Western Ambulance Service NHS Foundation Trust (SWAST), committed to a 15-week trial in which a Mental Health Triage Vehicle (MHV) crewed by a mental health practitioner, paramedic and police officer operated across the Bournemouth, Christchurch and Poole conurbation.

The MHV uses a fully marked SWAST Rapid Response Vehicle (RRV) and started on 10 December 2020. The aims and objectives of this trial were to:

- Allow effective assessment of people in crisis by a trained mental health practitioner, with all agencies involved having access to relevant care plans and interventions thus providing alternative outcomes at scene that would otherwise have been unavailable at the time;
- Target calls where a joint response is more efficient than utilising separate core resources, reducing the demand on ambulance and police resources; and
- Provide vulnerable people with clinically appropriate treatment and improve service delivery to the public by freeing up Police availability to attend other incidents.

An evaluation of the trial was undertaken in June 2021 and found that:

- Between 10 December 2020 and 1 May 2021, the MHV attended 250 incidents;

- Should police officers have attended these incidents alone they would not have been able to provide specialist mental health care, and would have been on scene for a protracted amount of time; and
- There was a 40% reduction in the use of S136 of the Mental Health Act during the trial period, compared to the same period the previous year. This meant the trial simultaneously delivered better health related outcomes for patients who received the appropriate follow up care from NHS in the community, and better use of police time in not having to escort and accompany patients.

As a result of these clear findings and benefits to the public, and involved agencies, Dorset Police, SWAST and the Mental Health Service team have all committed to extend this service until March 2022.

### 3.7 Artificial Intelligence

Dorset Police has partnered with BAE Systems to test the application of an artificial intelligence platform they have developed within a police setting. The platform reads data records and analyses the content for emerging and persistent patterns. As an intelligent system, the platform can also identify the tone and nature of language, as well as the content.

It is not uncommon to read reports which conclude that the police, social services or local authorities had failed to identify emerging issues, over a period of years, despite having had access to telling information. While people find it difficult to highlight anomalies amongst large and complex data sets, systems do not, and can identify whether the current issues are part of a usual pattern, or something different.

An initial proof of concept phase has taken a small (six month) download of Force data and used it to focus on identifying children involved in County Lines exploitation. This has proven successful with the system having calculated the dynamic risk of children to exploitation based entirely on what the Force already knows about them, their associations and their behaviours.

This proof of concept can be applied elsewhere, and a full trial is soon to go live.

### 3.8 Rural Podcasts

As a result of the pandemic many of the traditional forms of public engagement for the Rural Crime Team were not permitted for a prolonged period. Keen to tackle this, the Rural Crime Team established that there was an appetite for high quality multimedia content that specifically catered for the particular needs of the rural community.

Despite the ubiquity of the media, policing has made little use of long-form podcasts and it is not believed that any other rural crime team has used this form of engagement to date. The Force wishes to test this tactic and has therefore been supported by the Board to work with a production company to produce five 30-40 minute professional recordings focussed on different areas of rural crime and vulnerability.

### 3.9 LIDAR 3D Scanner

The Board (and its new D&C counterpart) approved the purchase of a laser scanner to enable the Alliance Mapping Team to roll out a new service to produce 1:1 scale plans to support serious and complex investigations.

3D mapping allows users to view a map of the world in 3D. Exterior objects such as buildings, vegetation and other infrastructure can be viewed in 3D on a computer or with a virtual reality (VR) headset. This enables significantly more accurate plans of investigations scenes to be created and viewed locally, including by juries within a court setting. These also enable richer

witness statements to be taken by asking specific questions about features of the physical environment that would not otherwise be apparent.

As part of the initial process this new technology has been scanning key locations as directed by the Dorset control room. It will be used more widely in the organisation over the coming months and, like other funded initiatives, be evaluated in due course through the Board.

#### 4. SUMMARY

- 4.1 The Innovation Board continues to be a useful endeavour. The Board has spearheaded the embedding of innovation and problem solving across the Force, providing opportunities for staff at all levels to identify new and innovative ways of working.
- 4.2 Other forces across the country are joining us and setting up their own innovation hubs. This allows us to share best practice and the positive experience of the Dorset innovation process to date, and to continue to drive forward innovation within policing.

#### 5. RECOMMENDATION

- 5.1 Members are asked to note the report.

#### SIMON BULLOCK CHIEF EXECUTIVE

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#### Annex A – Summary of Innovation Fund Spend, year ending 31 March 2021

	£	£
Melcombe Regis Project Worker	20,000	
Bobby Van (Year 2)	80,000	
BAE Artificial Intelligence	5,000	
Mental Health Triage Vehicle (MHV)	6,300	
Staff Health & Wellbeing	1,500	
ARV Firearms Training Tool	12,800	
Electronic Drug Testing Kits	20,100	
GoodSAM	30,000	
Rural Podcasts	2,000	
LIDAR 3D Scanner	17,700	
		195,400
To be carried forward to 2021/22		336,750
		<b>532,150</b>