

Bid Reference No.

Office Use Only

Police Transformation Fund (PTF) Application Form - September 2016 Bids

Introduction / About the Fund

- This form is to be used to bid for the September round of the PTF.
- Home Office Forces may bid for PTF money.
- Other Non-Home Office forces, in collaboration with Home Office forces, may bid or National Policing / Law Enforcement Bodies E.g. College of Policing etc. with the support of a Police and Crime Commissioner (PCC) and Chief Constable (CC).
- Anyone wishing to bid to the September PTF must be able to spend the money by the end of the 2016/17 financial year.
- A further bidding process will be initiated very early in 2017 for the release of funds for the 2017-18 PTF. Note: the size of the 2017-18 PTF has not yet been announced by the Home Office.
- Unlike the Police Innovation Fund, bids to the PTF do not need to be match-funded by PCCs – however, this does not preclude a PCC from contributing funds towards a bid (in addition to any money being sought from the PTF).

Deadline: Please email this completed form to [REDACTED] by noon on 2nd September 2016.

Section 1: Summary information

Q1. Title of bid

Investigation of mobile live links options for victims and witnesses in hard-to-reach areas

Q2. Please give a brief description of your bid

A collaborative proof of concept bid from North Yorkshire and Cumbria forces and their CJS partners to develop a full business case with technical options for a mobile live links unit.

Q3. Contact details / points of contact

Please provide a point of contact for the Office of the Police and Crime Commissioner (OPCC) and the force. The persons whose names appear will be our points of contact if we need to get in touch concerning the bid.

OPCC – Point of Contact

Name: [REDACTED]

Job Title: Acting Chief of Staff, North Yorkshire OPCC

Phone number: [REDACTED]

Email: [REDACTED]

Force – Point of Contact

Name: [REDACTED]

Job Title: Head of Criminal Justice

Phone number: [REDACTED]

Email: [REDACTED]

Q4. PCC's CFO / Treasurer / Primary finance contact details:

Please state the PCC's CFO / Treasurer / Primary finance contact details.

Name: [REDACTED]

Job Title: PCC CFO

Phone number: [REDACTED]

Email: [REDACTED]

Q5. Programme Manager / Operational lead contact details:

OPCC – Lead

Name: [REDACTED]

Job Title: Policy and Research Officer, North Yorkshire OPCC

Phone number: [REDACTED]

Email: [REDACTED]

Force – Lead

Name: [REDACTED]

Job Title: Head of Criminal Justice

Phone number: [REDACTED]

Email: [REDACTED]

Q6. Please give details of all PCCs and CCs who are party to the bid; specifying the Lead force or OPCC (as appropriate)

Note: In stating the lead and any collaborating forces / OPCCs, you are acknowledging that you have secured the relevant PCC(s) and CC(s) support (or delegate) for the bid – refer **questions 29 – 30**.

Lead Force or OPCC

[REDACTED]
[REDACTED]

Other collaborating Forces / OPCC:

[REDACTED]
[REDACTED]

Q7. Please list other bodies with whom you intend to collaborate to deliver your bid if it is successful.

Describe the role of all other policing stakeholders (aside from those listed at Q.6), local authorities, blue light services, universities, charities or private sector organisations etc. with whom you will be partnering with.

Beneficiary Partners

- HM Courts and Tribunal Service (HMCTS) (North Yorkshire – [REDACTED]) (Cumbria – [REDACTED]) – Support regarding court technology, listings, and streaming.
- Crown Prosecution Service (CPS) (North Yorkshire – [REDACTED]) (Cumbria – [REDACTED]) – Support from CPS regarding hearings.
- Citizens Advice Witness Service (North – [REDACTED]) – Support regarding witness services and in-court support.
- Digital First – benefit from national scoping for mobile live links technology; share business case for onward dissemination to other forces

Advisory only Partners

- National Programmes – Courts Reform; Use of Video ([REDACTED] (Lincs), [REDACTED] (D&C)) – advice regarding current progress, mapping into national programmes and national replication.`
- Regional programmes – Kent police live links and virtual courts programme – advice regarding static live links and emerging mobile live links technology.
- [REDACTED] / [REDACTED] / [REDACTED] – advice around the use of mobile live links technology and possible technological specifications within escort and custody services.

Q8. Is this application for a proof-of-concept, an implementation-ready proposal or a PRTB commissioned business case?

- A proof-of-concept bid seeks funding to undertake an assessment of options which can deliver a capability requirement.
- An implementation-ready bid seeks funding to bring a capability into service shortly after approval.
- PRTB Business Cases - the PRTB has invited a small number of bids to be developed (in line with transformation objectives) for consideration as part of the September PTF

Proof of Concept.

Research and development funding to procure full business case development for 2017/18 PTF funding bid, including full national, local and partnership scoping, problem and solution

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analysis, service improvement, economic modelling, technical options and costings, and implementation planning.

Q9. How much PTF money are you seeking for 2016/17

This answer to this section should correlate to the figures provided in Question 24.

If you are bidding for PTF money for a project which spans over two-years (and the bid is recommended by the PRTB and awarded funding by the Home Secretary) funding for the second year will be conditional on successful delivery of the first year.

For bids that span into a third or fourth year of funding, less certainty can be given on later years' funding so you may wish to consider how you might wish to manage this risk locally (for example asking a PCC to underwrite the funding for years 3 - 4 etc.)

£302,540

To be spent in the 2017/18 financial year.

Final cost cannot be determined until after competition for procurement of consultancy service. We would therefore clarify our spend as soon as procurement is completed (dependent on notification of bid success).

This figure is based on rates provided by Consultancy One framework and is the maximum end of a predicted cost scale that ranges from £123,000 to £253,500 dependent on the team allocated for up to 60 days' worth of work. It also includes in-house project management and expenses as detailed in Q22.

Section 2: About your bid / proposal

Q10. Please describe your bid

Why are you making this bid? What issue you are trying to solve? -or- What is the opportunity you are trying to exploit?, What are the outcomes expected? How do you know this and what evidence do you have to support it?

This project will investigate how mobile live links would improve accessibility to the Criminal Justice system for vulnerable victims and witnesses, particularly those who are less able to travel to court premises, for geographical or other reasons. It aims to reinvigorate the notion of local justice in the digital age, while bringing cost and efficiency savings.

In North Yorkshire for example, around 15% of trials are discontinued because the victim or a witness is absent or withdraws. Local availability would potentially mean that witness attrition rates would fall, leading to improved outcomes at court, and generating public confidence in the criminal justice system.

The Youth Justice and Criminal Evidence Act 1999 (YJCEA) introduced 'special measures' for evidence given by vulnerable and intimidated witnesses, including via video link to the court. From June 2015 to May 2016, North Yorkshire Police requested special measures on 435 occasions, around half of all cases sent to Crown Court for trial. Forthcoming legislation will switch the emphasis on video appearance from 'by exception' to 'by default'. 'HMCTS Virtual Hearings in Crime' (November 2016) states that all witnesses are to appear via video where appropriate. The mobile live links proposal would assist in meeting the requirements associated with these changes.

Ongoing HMCTS estate rationalisation will exacerbate travelling distances, times and practicalities. In North Yorkshire, this has been analysed for youth sexual offences where cases involve the most vulnerable victims and witnesses. In 2016, 6% of victims lived over 50 miles, 24% between 40 to 50 miles from the court centre. For the remainder living within 40 miles, despite this proximity, journey times by public transport could still exceed an hour. The ability to deploy a mobile live link facility to these vulnerable victims, instead of them having to travel to court, would transform their experience of the Criminal Justice system. The benefits would be replicated in other parts of the country where victims and witnesses are less able to travel to court.

The project will produce a full business case that explores:

- Demand and appetite for service,
- available options for implementation,
- expected service improvements for victims and witnesses,
- improvement of criminal justice outcomes,

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- any benefits of more visible local justice delivery,
- financial and efficiency savings, and
- the national replicability scope of any project.

Dependent on its outcome, this will be submitted for further funding to develop the best option.

Q11. Why is your proposal transformative?

Transformational change within policing is understood as a shift in the business culture of the service resulting from a fundamental change in the underlying strategy and processes that the police service has used in the past. Transformational change in policing is designed to be service-wide and enacted over a period of time.

You need to think about the Home Secretary's letter 8 June, 2016 and how or why your bid links to one (or more) of the areas the PTF is seeking to support:

- the building of new capabilities to respond to the changing crime threat and support a strategic shift to prevention of both crime and non-crime related demand.
- work to improve the diversity of policing and create a more professional and flexible workforce with the right skills.
- increasingly digitally enabled policing that is more accessible and transparent to the public and digitally enabled across the CJS and beyond; and
- the realignment of existing capabilities to deliver greater efficiency and long-term sustainability.
- Not being 'business as usual'.
- How might the bid / proposal prevent or reduce demand?

This bid seeks to increase digitally enabled, accessible and transparent criminal justice, working in partnership with CJS partners to improve service to the public, especially to the most vulnerable and those in hard-to-reach areas. It will investigate how a current direction of travel in the use of static live links for custody hearings and police officer testimonies can be reconfigured to provide a mobile facility that will improve services for victims and witnesses.

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- How might the bid / proposal prevent or reduce demand?

It also seeks to reduce cost and resource demand on police forces and prosecution services by analysing options to reduce travel expenses, prevent the need for summons to be enacted, and rationalise the need for demand on court estate and static live link facilities. It will build upon the current court reform programme to improve court listing co-ordination and digital infrastructure which may then allow for further digital justice innovation.

It aims to do so by considering how current capabilities in live link technology may be enhanced and realigned to reinvigorate the notion of local justice and benefit victims and witnesses as well as enabling local access for police officers and offenders.

Q12. Please state how your bid aligns with the following criteria set out in the Home Secretary's letter? (Annex B)

- Scalable at cross-force level or nationally
- Supports closer and more co-ordinated working arrangements with other local services and wider law enforcement.

Please use the headings below to set out your answers.

SCALABLE

This bid will fully scope the national landscape and generate options that would be replicable across the country by working closely with national programmes and priorities. By investigating options suitable for North Yorkshire and Cumbria this bid will ensure that final options are suitable for those areas with limited 4G signal or broadband quality, and which can therefore be used across the country. Cost-effective alternatives will also be outlined to provide options for those forces that may not need enhanced communications technology if 4G/broadband would be more reliable. The project will work closely with the MoJ Internet Based Video Service and courts links to ensure compatibility. The roll out of the Emergency Services Network and nationwide 4G coverage will improve the viability of more cost-effective options.

The bid also has the support of [REDACTED], NPCC lead for Victims and Witnesses, and the national CPS Digital Programme who are very interested in the option of a mobile connection which can be more flexible in terms of the victim or witnesses' location. As such we can be confident that, if proven successful, national roll-out would be supported.

SUPPORTS MORE CO-ORDINATED WORKING

For this bid the police will work in partnership with prosecution and courts services to ensure the best possible options are presented. Its scoping will take into account current and possible future developments in the restructuring and development of all three services to future proof its solution.

Furthermore, a mobile live links van option will require criminal justice agencies to work closely together to ensure listings are aligned so that areas only need to be visited once and to ensure the resource is not stretched in terms of travel. Prosecution will need to make sure that all witnesses are prepared and that the police are notified of which witnesses they will need to attend. Victim and witness support services will be involved to ensure the proper care and support would be provided for victims and witnesses using the facility.

Q13. How does your bid / proposal align with the draft Policing Vision 2020?

While the Draft Policing Vision is still being consulted / agreed, please provide a statement on how your bid / proposal links with one (or more) of the five emerging areas:

- Local Policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens.
- Specialist Capabilities will be structured to provide and maintain common capabilities and resilience across policing to achieve greater agility when managing risk while still respecting local context and needs.
- Digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.
- Policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.
- Business Enablers - police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

Digital Policing

This project will advance options for improving digital access to the criminal justice system for victims and witnesses, but with interoperability for use with police officers and offenders. It will change the way that the public can engage with criminal justice, and meet public expectations about how they should be able to access justice locally, and about how they should be protected when they are in a vulnerable position or living in a hard-to-reach area.

Business Enablers

This project will advance options for enhancing efficiency in cross-service work. It will drive improvement across services provided by the police, CPS and HMCTS to provide a more streamlined and accessible service. Shared ownership and greater co-ordination needed for the end product to succeed will ensure better co-operation and require improved systems for joint working.

Q14. Please set out the cashable and non-cashable benefits of your bid.

Why do you think it will be successful? What are the key objectives of the proposal? What outcomes will it achieve for the public and policing? What types of benefits led change (through the lifecycle of the bid / proposal) will be realised and when? (e.g. cash releasing, financial - but not cash releasing, transformational etc.), How will benefits be monitored, evaluated and quantified?

For Proof-of-Concept bids, set out the options you wish to assess including how you will identify and assess the risks and benefits of each option. How will you assess success of the Proof-of-Concept? What measures will you use to do so?

It will be the purpose of the full business case to identify, analyse and assess the cashable and non-cashable benefits, risks and mitigations for the mobile live link options it proposes. As such the following indicative benefits are those arising from initial investigation and problem analysis.

The primary benefits we will be looking for will be non-cashable service improvements for the public, especially for victims and witnesses who are vulnerable or from hard-to-reach areas.

- Increased visibility of justice being served in local areas.
- A secure place that protects the integrity of the evidence provided whilst on location.
- Likelihood of enhanced public satisfaction with, and improved confidence in, criminal justice delivery through improved outcomes, especially amongst vulnerable victims and witnesses and those in hard-to-reach areas.
- Likelihood of improved convenience and access to hearings and to the justice system.
- Reduction of victims and witnesses needing to travel by public transport, especially where few options exist.
- Reduced attrition of witnesses leading to more effective trials, increased offenders brought to justice, and less waste of time and resources for all parties.
- Enhanced services under the Code of Practice for Victims of Crime and the Witness Charter.

Risks attached to these benefits will be identified, analysed and assessed by the full business case to provide mitigation strategies. Risks include:

- Possible risk to victims and witnesses seen to be attending mobile live link unit.
- Increase of cost and staffing resource required to man the unit.
- Demand implications on ICT departments.

Cashable benefits will be identified and analysed in the full business case. Possible cashable benefits identified include:

- Reduction in victim and witness expenses,

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- Officer time spent transporting victims and witnesses,
- Officer time spent at court,
- Reduction of financial waste due to ineffective trials or witness attrition (e.g. court time/prosecution and defence legal time/legal aid),
- Reduction of demand on court and police estate, and
- Transportation of offenders.

A macro-scale initial estimate of the first three of these costs alone suggests a possible saving for North Yorkshire and Cumbria in the region of £391,000 per annum.

Savings on civilian victim and witness expenses for North Yorkshire and Cumbria could be in the region of £101,000 per annum (pulled from North Yorkshire and Cumbria CPS records of expenses paid in 2015/16).

Officers often transport vulnerable victims and witnesses, especially those involved in sexual assault, murder, or similar cases. An initial estimate of savings over a 12 month period for North Yorkshire alone is in the region of 1200 officer hours (approximately £126,000 over the next 4 years). We are confident that equivalent costs would be found in Cumbria and so have allowed for this in our Q.23 estimates.

A mobile live links unit, enables service provision at police stations, SARC facilities, custody suites and community locations. Cashable and opportunity benefits could be derived from savings in officer time and abstraction from duty. An initial estimate of savings over a six month period for North Yorkshire alone is in the region of 3900 hours of officer time (approximately £408,000 over the next 4 years) and up to £12,000 per annum in officer mileage expenses. We are confident that equivalent costs would be found in Cumbria and so have allowed for this in our Q.23 estimates. Savings could also be derived from not having to transport offenders from custody units or prisons without static live link facilities. This will be fully analysed by the full business case.

Q14. Please set out the cashable and non-cashable benefits of your bid.

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For Proof-of-Concept bids, set out the options you wish to assess including how you will identify and assess the risks and benefits of each option. How will you assess success of the Proof-of-Concept? What measures will you use to do so?

The full business case will use evidence based statistical methodologies to understand the savings associated with the reduction of ineffective trials and witness attrition.

Assuming that co-ordinated court listings were achieved, the availability of mobile live link units could reduce demand/need for static live link facilities. This would reduce cost and number of static facilities required, saving investment costs associated with static facilities. This option would also provide some offset, in terms of the preservation of local justice, against the closure of any smaller courts due to court rationalisation. In the full business case, analysis will be undertaken to understand the degree to which savings can be attributed to mobile live links from the closure of low-demand courts.

Q15. What research have you undertaken to ensure another force area is not already doing something similar?

The PTF seeks to direct investment towards shared capabilities and platforms and discourages the creation of bespoke 'one-off' solutions.

- Please set out what efforts have you made to ensure that another force area(s) is / are not already looking at the same (or similar) proposal as your bid?
- What independencies have you identified with other projects and programmes?

This bid has been discussed with the national Digital First and Use of Video teams who have expressed support and indicated that this is a unique and innovative approach which does not duplicate current initiatives, including Internet Based Video Service, as the 'van' option mitigates associated risks with the integrity of evidence given in a person's home. We have identified what pilots are being developed and confirmed that the gap we have identified is not currently being pursued. Most current projects are focused on static live links and virtual courts based in police stations and/or custody suites. We have made clear our intention to fit into national programmes, and to be identified for any further work in this area. We have talked to contractors about the innovations they are currently researching and will look to

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build upon and make use of their experience. Further discussions with Kent police regarding their live links initiatives and the scope of their use of mobile live links has been undertaken. From information gathered it is likely that their solution would not be suitable for other areas as their IT system has had major investment beyond that others have received, but close contact will be maintained to ensure that no duplication occurs.

Interdependencies will be fully identified and outlined in the full business case as a product of this bid. Initially, they have been identified as:

- the progression of Internet Based Video Service provided currently by Vodafone for the MoJ, for which Cumbria is a pilot area. We would look to work closely with the MoJ, Digital First and their supplier to ensure proposed solutions would be compatible with current and future technology providers;
- the progression of co-ordinated court listings by the court services and we would link in closely with the work that Sussex is doing in this area; and
- the integration of victim and witness care to ensure there is clear and consistent support and handling.

Other national projects, such as the Emergency Services Network (ESN) rolling out 4G signal countrywide and more localised mobile working solutions will impact the solutions to be identified. These will be fully explored in the full business case, including considering options that have been explored across forces for enhancing connectivity, for example, of mobile working devices in patrol cars.

Q16. Please list the top three risks and the actions you will take to mitigate them.

- For those submitting a proof of concept bid, please set out what the barriers may exist to a national role-out.

Barriers may include:

- Lack of need for mobile options in urban areas where transport links are frequent and reliable and mobility support services can be provided easily. The full business case will

Q16. Please list the top three risks and the actions you will take to mitigate them.

- For those submitting a proof of concept bid, please set out what the barriers may exist to a national role-out.

scope how the solution may bring an enhanced service that may appeal to such areas. For example, this option may be useful in cases where vulnerable victims and witnesses do not wish to enter a court or police building to give their evidence.

- Continued limited 4G/broadband service in areas of the country will impede cost effective options. The role out of ESN and local mobile working solutions may ensure better coverage to nullify this in the near future. We will work closely with the Digital First team, MoJ and the technology provider around Internet Based Video Services, particularly during testing in Cumbria, and will look to fully integrate our solution with this technology. We would also look to explore the wider uses of any solution into other policing and criminal justice services, such as warrant applications, case reviews, and section 28 recordings of young witnesses.

Q17. What are your delivery timescales and contingency options?

What are your timelines? How will you know when the programme has ended? What is your exit strategy? What is your approach to programme management and governance?

We propose the following timeline:

- **March/April** – In anticipation of possible funding, prepare tender documents and invite expressions of interest to prepare proposals.
- **April** – funding decided by Home Office.
- **April** – Tender completed, consultancy firm procured to draw up full business case.
- **May-August** – Full business case researched and prepared. PTF bid prepared for full project implementation. Monthly progress review meetings.
- **September** – PTF bid finalised and submitted for 2017/18 funding round. Project Close.

Governance: This project will be jointly governed by the North Yorkshire and Cumbria PCCs and CCs in close partnership with CPS and HMCTS leads through their respective LCJBs.

Project management: A project manager will oversee the direction and facilitation of the consultancy firm who will conduct the research and development of the full business case. The PM's scope will be to facilitate access to national leads and partners to allow the consultants to gain full understanding of the field.

Q18. Please describe your exit strategy including how you have ensured the that the project is sustainable and will have a lasting impact?

This project is a standalone project which will either terminate on completion, or feed into a new bid for funding for an implementation project if its findings are suitable. As such it does not need any ongoing funding.

This will be a short term consultancy contract of 2-3 months with no promises of continuation for implementation of suggested solutions. Given the short timeframe, exit mid-project may be counter-productive, but regular progress review meetings will assess against required timelines in tender submissions whether targets will be met and a contract clause will detail that the contract may be terminated if progress is unsatisfactory.

The project will have a lasting impact as its national scoping and detailed outlining of technical options will provide a blueprint for forces across the country to understand their need and best solution. The full business case will be shared with national Digital First leads and with partners to ensure information is disseminated as widely as possible.

Q19. Please explain the evaluation for your proposal

The consultancy and full business case will be evaluated through regular progress meetings and will be assessed by the quality of analysis and insight against the criteria and requirements set out in the Terms of Reference.

This research and development project will be evaluated by the following measures:

- An evaluation of the benefits and service improvements for the public identified by the full business case, especially for vulnerable victims and witnesses in hard-to-reach areas made by the PCCs in consultation with LCJB partners. This bid aims to understand whether a mobile live links unit is a worthwhile investment, so declaration that it would not bring benefits or service improvement would still be a beneficial understanding to gain and would be nationally informative.
- Partnership evaluation based on understanding of options and cost/savings/efficiency balance determined by full business case against current baseline understanding and benefit realisation. This bid aims to understand whether a mobile live links unit is a worthwhile investment, so declaration that it is not cost effective nor efficient would still be a beneficial understanding to gain.
- The service improvement and benefits to services, and cost and efficiency savings identified by the full business proposals evaluated against a baseline understanding determined from national programme partners. National programme leads to give feedback on proposals. National Programme evaluation partners could be considered

Q19. Please explain the evaluation for your proposal

for evaluating any implementation project in the future to tie into national understanding.

- If cost effectiveness/efficiency is determined, evaluation will be determined by the success of our future PTF bid and the opinion of the PRTB/HO as to the credibility of our proposals.

Section 3: Finance and legal

Q20. For both proof-of-concept and implementation-ready bids please provide the total costs to deliver the proposal.

This should cover all projected expenditure on the project regardless of funding source, and be profiled against Financial Years. For a proof-of-concept bid, these are the costs to prove the concept, not to bring it into service. If there are no proof-of-concept costs beyond a specific financial year, leave those cells blank. For implementation-ready proposals, if there are no implementation costs beyond a specific financial year, please leave those cells blank.

- **Resource** spending is money that is spent on day to day resources (salaries and administration etc.)
- **Capital** spending is money that is spent on investment.

Please give your answer in full figures (using the format 000,000):

	2016 / 17	2017 / 18	2018 / 19	2019 / 20
Capital	000,000	000,000	000,000	000,000
Resource	000,000	302,540	000,000	000,000
Total	000,000	302,540	000,000	000,000

Q21. Please provide all capital lines of expenditure for your proposal.

If a line of expenditure is a mix of capital and resource, the capital line should be included in the table below and the resource line should be included in response to question 22 (below) on resource lines of expenditure.

- **Capital** spending is money that is spent on investment.

Capital lines of expenditure	2016 / 17	2017 / 18	2018 / 19	2020 / 21
-	000,000	000,000	000,000	000,000
-	000,000	000,000	000,000	000,000
-	000,000	000,000	000,000	000,000
-	000,000	000,000	000,000	000,000
Total Capital	000,000	000,000	000,000	000,000

Q22. Please provide all resource lines of expenditure for your proposal.

- Resource spending is money that is spent on day to day resources (salaries and administration etc.)

Resource lines of expenditure	2016 / 17	2017 / 18	2018 / 19	2020 / 21
<i>Consultant time</i>	000,000	253,500	000,000	000,000
<i>Consultant travel and accommodation expenses</i>	000,000	20,000	000,000	000,000
<i>Seconded project manager and recruitment administration</i>	000,000	9,040	000,000	000,000
<i>Travel, accommodation, office space, administration</i>	000,000	20,000	000,000	000,000
Total Resource	000,000	302,540	000,000	000,000

Q23. For both bid types please provide a profile of expected savings derived from the proposal.

- For proof-of-concept bids these will be an estimate based on best available data if the proof-of-concept goes on to be implemented in force as well as an estimate of potential savings were the bid to be rolled out in multi-force capacity and/or nationally.
- For implementation-ready bids, expected savings should be based on robust estimates.
- Please give your answer in full figures using the format: 000,000.
- If your proposal is a very early stage innovation and you cannot state a rough order of magnitude figures with any certainty, you should leave this section blank.

	2016 / 17	2017 / 18	2018 / 19	2019 / 20
Cashable	000,000	000,000	125,000	125,000
Efficiency	000,000	000,000	268,000	271,000
Total	000,000	000,000	393,000	396,000

Q24. How much PTF money are you seeking?

- The Police Reform and Transformation Board (PRTB) will only be making recommendations with respect to the 2016/17 allocations of PTF funding. If your proposal spans beyond the 2016/17 financial year, please set out your forecast PTF bids for future financial years.
- If you are bidding for PTF money for a project which spans over two-years (and the bid is recommended by the PRTB and awarded funding by the Home Secretary) funding for the second year will be conditional on successful delivery of the first year.
- For bids that span into a third or fourth year of funding, less certainty can be given on later years' funding so you may wish to consider how you might wish to manage this risk locally (for example asking a PCC or underwrite the funding for years 3-4 etc.)
- The figures provided below should match the total capital and resource costs provided in response to Questions 21 and 22.
- **Funding from other streams** – this could be money coming into the bid via PCC(s) or other partner agencies.

	2016 / 17	2017 / 18	2018 / 19	2019 / 20
Expenditure				
Capital – Total costs	000,000	000,000	000,000	000,000
Resource – Total costs	000,000	302,540	000,000	000,000
Total Costs by year	000,000	302,540	000,000	000,000
Funding				
Total PTF money being sought	000,000	302,540	000,000	000,000
Funding from other streams	000,000	000,000	000,000	000,000
Total Funding	000,000	302,540	000,000	000,000

Q25. Please demonstrate that you can spend the PTF money you are bidding for in the 2016/17 financial year?

Money awarded through the PTF September bidding process must be spent in the 2016/17 financial year. How can you assure the PRTB that if your bid were to be successful that you would be able to spend the money in time? For the purposes of planning, assume that an 'authorisation to spend' would be provided around mid-late November, 2016.

This will now be funded for 2017/18

Q26. Other comments.

Please provide any comments on costs and/or savings, including confidence in the figures and how this confidence has been derived.

All costs and savings are macro-level. For costs this is because our estimates are based upon maximum possible rates for consultancy firms. True cost will be confirmed on procurement. For savings this is because these estimates are based on best available data and it is the purpose of this bid to analyse actual savings in the preparation of a full business case.

Confidence in the macro-scale nature of the figures is high. For costs, figures are based upon rates provided by the Crown Commercial Service for consultants within the Consultancy One framework, against a timetable for delivery of the product. Additional costs are based upon internal salary and overhead costs. For savings, figures for civilian witness expenses are based upon data retrieved from North Yorkshire CPS and Cumbria CPS. Figures for PC abstractions are based upon North Yorkshire PC salary costs and duties records. Figures for PC expenses are based on North Yorkshire records. Given the similar nature of North Yorkshire and Cumbria forces, we have medium to high confidence in assuming these North Yorkshire figures would replicate for Cumbria.

Q27. Confirm the legal and commercial arrangements.

What assurances have you sought to demonstrate that your proposal is legally and commercially sound? What evidence can you provide to demonstrate this assurance?

This proposal has been developed with the full awareness and approval of all listed partners. Full consultation has been taken with Yorkshire and Humber Regional Procurement Services and with advice from Crown Commercial Services, records of which can be provided.

Section 4: Other information / Declaration

Q28. Please confirm that this bid has been signed off by the Police and Crime Commissioner (or authorised delegate) for the lead force area (and/or Portfolio lead if appropriate) and for all other forces named as partners for this proposal.

Yes

Q29. Please confirm that this bid has been signed off by the Chief Constable (or authorised delegate) for the lead force area (and/or Portfolio lead if appropriate) and for all other forces named as partners for this proposal.

Yes

Q30. Please confirm that this bid has been signed off by the OPCC Chief Finance Officer for the lead force area and (if applicable) all other forces named as partners for this proposal.

Yes

Q31. Where this bid involves collaboration with other public sector or third sector organisations, please also confirm sign-off by the relevant responsible party(ies).

Please include the names and contact details for the relevant parties.

Confirmation of signoff by all the below.

Crown Prosecution Service, Yorkshire and Humberside, including the CPS national Digital Programme Lead:

Name: [REDACTED]

Job Title: Deputy Chief Crown Prosecutor, North and West Yorkshire

Phone number: [REDACTED]

Email: [REDACTED]

HM Court and Tribunal Service, North East:

Name: [REDACTED]

Job Title: Justices' Clerk, North and West Yorkshire

Phone number: [REDACTED]

Email: [REDACTED]

Crown Prosecution Service, Cumbria:

Name: [REDACTED]

Job Title: Deputy Chief Crown Prosecutor, Cumbria

Phone number: [REDACTED]

Email: [REDACTED]

HM Courts and Tribunal Service, North West:

Q31. Where this bid involves collaboration with other public sector or third sector organisations, please also confirm sign-off by the relevant responsible party(ies).

Please include the names and contact details for the relevant parties.

Name: [REDACTED]

Job Title: Justices' Clerk, Cumbria

Phone number: [REDACTED] ([REDACTED], Head of Crime)

Email: [REDACTED]

Citizens Advice Witness Service:

Name: [REDACTED]

Job Title: Witness Service Regional Manager (North)

Phone number: [REDACTED]

Email: [REDACTED]

Q32. Do you have any other comments or supporting documentation you wish to include with your bid?

N/A

More information:

If you have any further questions, please contact [REDACTED],
[REDACTED] or [REDACTED].