



Record of Decision

ORIGINATOR: SEAN NOLAN CHIEF FINANCE OFFICER	REFERENCE: OPCC.D.000.16
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TITLE	MOBILE POLICING
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DECISION SUMMARY

1. To approve the extended roll out across the Force of the current tablet pilot (this is referred to as Option 2 in the Business Case produced by PA Consulting). For Kent, the total one off capital and revenue investment cost over the three year period to end 2018/19 is £3.9m for Kent (see paragraph 2 below). Under current plans, this is funded in the approved capital programme. PA Consulting has shown a positive net present value for this investment. On the back of expected life of three years for the devices, a similar level of spend would be required over the three years from 2019/20 onwards but that would be a decision for that time in the light of the national roll out of the new ESN.
2. To agree to progress the purchase of approximately 2000 units for Kent at a price of £219 per unit; a discount of £140 per unit on the normal price. This discount saves Kent approximately £280,000 on the projected investment cost in the PA Business Case. Progressing this purchase guarantees the discounted units are available and thus the saving. The cost in paragraph 1 assumes the discount has been taken.
3. To note that PA Consulting estimate the net present value (i.e. positive return on the investment) is in excess of £5m over 10 years for Kent. After the first three years, the NPV is approximately £1m for Kent. (While a real benefit it is felt this will be evident more in non-cashable savings, though additional front line time per shift, rather than cashable savings).
4. To note the recommended option at 1 above stands alone but is also a logical step to a more significant opportunity, but at greater cost, involving wider system and software integration. This would need to be a decision for the next Commissioner at a future time.

BACKGROUND

5. Mobile policing is a key aspect of the shared vision of the PCC and CC to employ innovative working to help maximise the officer time on frontline policing and deliver efficiencies in the tight fiscal outlook facing all forces. Both Kent and Essex are committed to working collaboratively to deliver this aspect for both forces.



6. PA Consulting was engaged by both forces to ensure a sound business case for the proposition and their report is an essential backdrop to the decision. All options considered build on the successful pilot run by Kent and Essex over the last year.
7. PA Consulting identified 4 options:
 - Option 1 – Do the minimum. This is discounted as not contributing to the vision.
 - Option 2 – Extend pilot mobile policing capability to all frontline officers.
 - Option 3 – As 2 but with additional APPs development.
 - Option 4(a) – Frontline officers are issued with mobile devices with integration software that links to core systems but only when that integration software is procured and implemented
 - Option 4(b) – As Option 2 in the sense that the current pilot devices are rolled out to all frontline officers but with the firm expectation that the integration software solutions is rolled out to devices when available.

Summary Appraisal

8. All applicable options show positive net benefits but not surprisingly the greater the benefit, the greater the initial investment cost required. For both forces the focus has been on those options which see wide roll out in the coming year. This is because positive benefits can accrue from the outset rather than wait for the medium term. This office has supported that perspective and it effectively reduces the choice to Option 2 (roll out the pilot to all frontline staff) or to commit to Option 2 being a first step to achieve Option 4(b) and the addition of integration software.
9. The advice of the OPCC Chief of Staff and the OPCC Chief Finance Officer, is that Kent should sign up to Option 2 only but recognise that it is for a new PCC to determine if that should also evolve into Option 4(b) in due course. As well as not fettering that longer term choice, choosing Option 2 has the advantage of allowing a new PCC to consider the roll out in Kent of the new Emergency Service Network in the next few years before deciding on the next refresh and development in mobile from 2019/20.

Costs and Funding

10. This is a collaborative venture with Essex. The combined investment cost split equally between both Forces to end 2018/19 is £7.8m at the device cost of £219. The equivalent cost over the next three years of Option 4(b) would be £15.8m; nearly twice the cost of Option 2. PA Consulting calculates that the combined NPV of Option 2 over 10 years is £11m, largely as a result of saving 18 minutes per shift. It is recognised that this saving is unlikely to be easily cashable but rather improves the quality of service freeing up frontline officer time.
11. The equivalent NPV for Option 4(b) is £54m over 10 years. Substantially more possible savings (saving 59 minutes per shift) but at much greater cost.
12. Option 2 will not rule out or compromise the extension to 4(b) at some future time.
13. The supplier has offered the units at a cost of £219 if the order is placed before 31 May. This reduces the total cost by some £280,000 per Force. However, as this offer is made to all users nationally, there is no guarantee units at this discount would be actually available by that time. The professional advice from the responsible officers in the Force is that the risk of missing the discount (and thus savings) because the discounted units are sold to others is high. Consequently, we are advised to progress the purchase to guarantee the savings. Your Chief of Staff and Chief Finance Officer agree.
14. As mentioned this is a collaborative venture with Essex. The Essex PCC and his Chief Executive and Treasurer have also determined to support Option 2 and have decided to progress the purchase of units at the discounted price for the same reasons.

Risks


15. 1) In the sector, Mobile Technology is now well established. The key risk to Kent is that the main, but not total, elements of saving in shift time in Option 2 depends upon the Athena App. By definition, this depends upon the broader roll out of the core Athena system in Kent. This is currently scheduled for October 2016.

2) At the extreme, if Athena did not go ahead, the view is that alternative equivalent apps based upon Genesis could be implemented. However, that would not guarantee the capability over the full three year period.

Chief of Staff:

Comments: *Fully supported as an appropriate decision despite new PCC imminent.*

Decision supported? Yes No

Signature:  *Chief of Staff* Date: *3rd/16*

Chief Finance Officer:

Comments: *Recommend approval*

Decision supported? Yes No

Signature:  Date: *3 May 16*

POLICE AND CRIME COMMISSIONER FOR KENT

I approve/~~do not approve~~ this decision as detailed above (*delete as appropriate*)

Signature:  Date: *3rd May, 2016*