

Police STAR Fund - Full Bid Template

You must complete the form below in full and submit it to

PoliceSTARFundEnquiries@npcc.police.uk by 5pm Friday 3rd March 2023

OVERVIEW
Project name
Expanding the Minerva Approach to support further innovation in addressing perceptions and incidents of VAWG in Essex.
Total amount of STAR Funding requested
£88,865
Project lead and point of contact
C/Supt Andrew Waldie, Head of Professionalism and VAWG Lead
Contact name (if different): Amanda Johnson, Senior Projects Manager Essex Emergency Services Collaboration Programme
Email address: ***S31(1)** ; ***S31(1)** ; ***S31(1)** Tel number: ***S31(1)**
Which organization/Force are you from?
Essex Police
Elevator pitch - in no more than 200 words, please summarise your bid. Outline your goal, your method, and what benefits you expect to be realised.
VAWG remains a top NPCC and Home Office policing priority to ensure public confidence and a feeling of being safe. Minerva delivers better intelligence, evidence-informed, multi-partnership, problem-solving approaches that target resources to create safer spaces and communities. It supports innovation itself, not just innovative approaches to understanding VAWG. The Minerva approach has successfully created a spatial mapping tool, presenting crime data in an innovative way, supporting decision-making and challenging assumptions concerning the location and scale of VAWG. It enables the user to identify different types of VAWG hot spots and statistically significant neighbourhood-level and physical-environmental drivers of VAWG. This approach enables partners to generate innovative problem-solving methods to shape their thinking to tackle VAWG.

Further funding is sought to develop, refine, and evaluate Minerva by building in new perceptions of unsafe spaces data; improving the way we identify and tackle VAWG incidents in public spaces; enhance police and partner evidence informed problem-solving approaches when deciding where to place resource; and to create a robust project evaluation module.

We will continue to inform and lead a collaborative partnership, non-police driven, approach, using insights developed to support partners as they create and design innovative interventions to tackle and reduce VAWG.

APPLICATION

The Challenge

What knowledge gap or challenge are you trying to overcome? How does it align with the NPCC Science and Technology strategy (incl. service line and target horizon)? Please cite any relevant literature, research, case examples, or other data or material to support your rationale (Indicative max. word count: 250 words).

The spatial concentration of crime delivers opportunities for police/partners to target crime reduction initiatives (Weisburd, 2015.) Conventional policing responses have prioritised high-volume crime neighbourhoods. Recently attention has focused on crime-harm levels (Sherman et al., 2016) as a potential resource allocation criterion (Ratcliffe, 2015). Little attention, however, is paid to targeting localities containing an over-representation of specific offence types (Andresen, 2007), or to neighbourhoods where crime 'bucks' expectations compared with surrounding areas (Haberman, 2017). The non-symmetrical location of crime and fear of crime hot spots (Breetzke and Pearson, 2014) requires a different approach to perceptions of unsafe places.

The potential of evidence-based policing is well-established; however, there often needs to be more evidence to adopt a problem-solving approach that challenges preconceptions around the location and drivers of crime.

Interactive Minerva maps respond to this challenge by identifying 'volume', 'over-representation', and 'unusual presence/absence of incidents' VAWG locations. Users can also identify the location of crime generators/attractors (e.g., pubs), which are significant drivers of VAWG in Essex.

This application intends to:

- support innovation itself, rather than just producing an innovative approach to understanding VAWG.
- develop an evidence base for perceptions of unsafe spaces.
- challenge assumptions of agencies on the locations/drivers of VAWG.
- develop decision-making toolkits enabling the transfer of Minerva to other offences/police areas.
- evaluate Minerva's effectiveness in reducing crime.
- contribute to NPCC/S&T service lines on crime prevention/analytics targeting the 1 to 5 years horizon by:
 - Understanding/responding to VAWG drivers/inhibitors.
 - Synthesising all information, drawing insights, taking decisive action.

The Innovation

What is do you propose and what is innovative about your intended work? What similar work might be in train, and how will you link up? How will your project differ from others on this topic? How will it add value to existing knowledge and practice? (Indicative max. word count: 500 words).

Existing police approaches to crime mapping consistently target resources upon neighbourhoods with high volumes of crime, seldom integrating socio-physical drivers that determine spatial concentrations of crime. Minerva challenges this approach by:

- Providing an additional innovative evidence-base, adopting alternative approaches to crime-mapping, challenging assumptions, positively disrupting thinking on drivers of VAWG, shaping the narrative to change policing/partners' current approach towards VAWG using problem-solving partnership methods.
- Developing analysis to understand challenges and improve ways of working.
- Providing a solid foundation for decision-making to help policing and partners understand how and what resources to deploy to sustainably tackle VAWG.
- Enhancing the ability of policing and partners' to be more data literate and data driven, strengthening their confidence to make decisions and give an evidence base to resource deployment in a sustainable way.
- Recognising using data science and technology has become integral to policing's ability to deliver an effective and efficient service through collaboration and partnership working to tackle society wide issues.

Further development of Minerva will meet these objectives by:

- Challenging the idea VAWG is solely the responsibility of policing. It requires involvement of a wide range of partners across different sectors, working together effectively through local structures.
- Continuing to build on the Safer Essex forum partnerships alongside the Quantitative and Spatial Criminology Research Group at Nottingham Trent University; utilising academic research to enhance the VAWG evidence base for actual practitioners on the ground (police and local partners) and nationally.
- Developing a decision-supporting toolkit to
 - a) help partnerships develop problem-solving approaches and co-create interventions which are deployable, useful and sustainable.

- b) ensure that solutions can be maintained and that there is sufficient resilience to be effective.
 - c) to identify and address any unintended effects.
 - d) help filter out options, guide partners' thought processes, identify implications of decisions, and help them consider where to target activity, implement sustainable and deliverable interventions.
- Enhancing the existing Minerva evidence base. Perception data inclusion will:
 - a) enrich and develop the use of data to enhance a partnership approach, tackling a societal problem that moves beyond a 'crime-levels' focus.
 - b) enable the exploration of the relationship between VAWG levels and perceptions at the neighbourhood level to address known issues of underreporting of VAWG crime incidents.
 - c) support communities in identifying and highlighting local VAWG concerns; and
 - d) facilitate the evaluation of interventions upon both incidence and perception levels.
- Designing an evaluation model that will provide better policy understanding for partners and avoid the fear of failure by:
 - a) recognising that unsuccessful policy interventions constitute important learning too;
 - b) helping to continue to evidence where and how to target interventions and allocate resources on a solid intelligence-led basis, and
 - c) continue to test the efficacy and sustainability of delivery and partnership working.

Minerva is scalable to be used for all force areas and therefore the VAWG National Taskforce and the NPCC Chief Scientific Advisor are involved, ensuring opportunities for greater understanding/analysis are not missed. Combining police and partner data and experience is the way to tackle this society-wide problem.

The Delivery

How do you plan to deliver the innovation? You should set out your method and explain how you will complete the work. Please also provide a delivery plan (to end within financial year 23/24) that maps project milestones against a timeline (e.g., per month). You will be expected to regularly report on your progress, so please also outline how you plan to monitor the progress of your project against your delivery plan. We recognise that unanticipated events, and the nature of certain innovative

projects, may mean you cannot stick to this plan; please give a 'best case' projection (Indicative max. word count: 1000 + Gantt chart).

Aim:

To sustain the partnership working model drawing together Essex Police, local partners and NTU to develop additional innovative components to enhance the successful current Minerva Toolkit, to improve its maturity, support critical thinking on VAWG across Essex, and to embed workable outcomes in practice.

Objectives

- To enhance Minerva by including perception data around the fear of VAWG and the subsequent analysis required to build additional functionality and insights, which will assist in profiling VAWG and potentially vulnerable, risky, and under-reported locations.
- To build on the partner support to policing developed in the Minerva project through the development of a practitioner's decision-making toolkit. It will use behavioural science to look at the lessons from the initial Minerva rollout with partners. The aim will be to help partners navigate decision-making and become more data-literate and evidence-driven in their decision-making through a consistent and defined process.
- To embed the built-in partnership as a tool for tackling several elements of crime whilst understanding local communities better, and adopting the approaches needed to tackle those issues for which crime is a symptom.
- To evaluate the impact of evidence-based interventions using the functionality of the Minerva toolkit to:
 - a) examine changes in VAWG incidents within the targeted zones against the baseline prior the introduction of the partner interventions; and
 - b) capture how it has challenged assumptions and transformed approaches to tackling VAWG.
 - c) prove value for money, efficiency gains, and partner experience.

Deliverables

1. Enhanced Minerva mapping tool which can layer in perception/fear of VAWG and improve the shaping our responses to VAWG and targeting VAWG reduction initiatives.
2. Transferable practitioner's decision-support toolkit which can be re-used across other offence types and data sets as well as supporting decisions around the Minerva data analytics.

3. Evaluation model which will explore how the Minerva toolkit supports problem solving approaches and decision making, to provide quality assurance and accountability to the public, as well as learn, in a structured way, how to improve/embed the delivery of this approach.

Timescales/Milestones (Gantt provided separately)

April 2023

- To identify local hosting of the Minerva Toolkit.

May 2023

- Action/Interventions Planning workshop with CSPs, Essex Police Designing Out Crime team and Nottingham Trent University.

April- June 2023

- Engagement with provider regarding adding perception data.
- Implementation of local hosting for Minerva toolkit.
- Finalisation of Minerva Zone action planning from CSPs.
- Discussions with Essex Police on implementing wider Force opportunities.

April to September 2023

- Design of evaluation model by NTU.
- Design of Decision Supporting toolkit.

June 2023

- CSPs start to deliver interventions and bid for PFCC monies.
- Discussions with TOEX on supporting with their data.
- Launch of perception data gathering tool.

July 2023

- First awards of PFCC movies for interventions.

June – December 2023

- On-going marketing of Perception tool across Essex.
- Perception data gathering.

September – December 2023

- Discussions with CDAP/VAWG Task Force on wider rollout beyond Essex for VAWG and other crime types.

September – October 2023

- Finalisation of evaluation model.

- Finalisation of toolkit.

November – January 2024

- Implementation of evaluation model and first draft of report.

January – March 2024

- Incorporation of perception data into Minerva Maps.
- Pilot of toolkit with CSPs prior to refresh of map with perception data and next round of Minerva Zones.

March 2024

- Deliverables achieved.
- Benefits Realisation plan and delivery plan in place for monitoring benefits and tracking them for the next six years to measure impacts.
- Immediate Outcomes achieved– changes to understanding e.g., awareness, knowledge, purpose - six to 12 months.
- Intermediate outcomes started – changes to action e.g., decision making, policies and social action – 12 months to 2 years.
- Impacts – changes to conditions – social, economic, civil and environmental – 2 to 6 years.

Reporting milestones:

Updates on Minerva, including progress against this activity is as follows:

- MOG– every six weeks.
- Safer Essex Board – every quarter.
- Essex Police’s Hate Crime, ASB & VAWG Steering Group – every quarter.
- Essex Police VAWG Steering Group – 6 weekly.
- Strategic Collaboration Governance Board – every six months.

Monitoring

This will be undertaken by the Minerva Oversight Group (MOG), in place since November 2022, meeting every six weeks. Purpose:

- Provide oversight of Minerva and delivery of action plans within the Minerva Zones.
- Provide a framework to encourage flexibility and freedom for CSPs to use their local assets to develop interventions organically whilst maintaining overall governance and providing assurance.
- Provide consistency of governance and assurance of action plans and evidence of delivery from CSPs.

- Facilitate the use of services and resources where CSPs are less well equipped to engage in the development of their Minerva Advisory Group and/or Minerva Action Plans.

The MOG reports:

- Into Safer Essex, providing updates as required and escalating any issues.
- Into Essex Police's Hate Crime, ASB & VAWG Steering Group.

Membership of the MOG comes from SMEs and stakeholders from partners who are independent of the CSPs. Core membership of the MOG includes partners from Essex Police, local authorities, SETDAB, VCS, ECFRS, and PFCC.

Delivery team

- Project Manager/SRO: Amanda Johnson MSc, Senior Projects Manager Essex Emergency Services Programme, jointly funded by Essex Police and Essex County Fire and Service.
- C/Supt Andrew Waldie - Essex Police – Head of Professionalism/VAWG Strategic Lead/Minerva Sponsor
- **S40(2)** - Community Safety Lead, Essex County Council
- NTU have a proven track record and offer value for money - as demonstrated by the successful Minerva toolkit that exceeded the contracted requirements - and the necessary skills across multiple academic disciplines.
 - **S40(2)** , Principal Lecturer in Public Policy, Department of Criminology and Criminal Justice.
 - **S40(2)** , Associate Professor in Criminology and Policing, Department of Criminology and Criminal Justice.
 - **S40(2)** , Professor of Resilience, Emergencies and Disaster Science.
 - **S40(2)** , Manager, Nottingham Civic Exchange.

Costs and Value for Money

Provide a breakdown of costs for all items, products, staff, services, and resources associated with delivering your project, including those of external partners. For each cost, show why it is necessary and how you have ensured it represents value for money. The total of this breakdown should tally with the total requested.

Project Costs (Total costs £88,865)

Perception Tool - £5,950 plus VAT = £7,140 total

6-month pilot to cover Essex, tailored to our needs in terms of who we are targeting and the specific types of information we need to elicit from women and girls, giving a focused and dynamic means of capturing VAWG perception data at the street level across neighbourhoods in Essex. Will provide us and our partner organisations with the opportunity to evaluate the potential for this platform to be utilised in relation to other offence types and crime-related issues. Will link with existing information where available, if not too generic for the purposes of evaluating the impact of Minerva initiatives on public perceptions in relation to VAWG.

Mapping Tool = £1,380

One year subscription to mapping and analytics tool to support the development and analysis of Minerva data and its visualisation for partners in this second stage. Whilst ongoing discussions are underway surrounding the hosting of Minerva by Essex Police this cost has been included to ensure we have a viable and tested tool.

Comms for launch of perception data tool - £6,000

Advice from our comms team is that this would work better as a largely digital campaign – paying for a ‘social media boost’ –targeted paid advertising on social media. This has worked well for the Violence and Vulnerability Unit. Costs include specific areas that we want to target (posters, table tents that sort of thing). Includes design costs.

CSP Workshops - £2,319

Three CSP workshops - costings for the Baptist Church in Chelmsford all day for 40 people with lunch & refreshments. Each: £773 inc. VAT (£644 without). A total of £1546 inc. VAT (£1288 without). Assumes ECFRS SHQ not available as space is limited.

Academic support - £73,406 inc. VAT)

The NTU academic team led by ****S40(2)**** will deliver on three key work areas alongside supporting the project during its delivery through governance and problem-solving support. The NTU team have a strong track record in undertaking commissioned research, developing toolkits, and acting as advisors to a wide range of stakeholders including the Home Office; Department for Levelling Up, Housing and Communities; Department for Transport; National Crime Agency; Gangmasters and Labour Abuse Authority; HMRC; police forces; community safety partnerships and local authorities.

Breakdown as follows:

Year and Activity	NTU Staff	Indicative number of days
Decision-making tool	**S40(2)**	5
	S40(2)	5
	S40(2)	5
	S40(2)	5
Perceptions data	**S40(2)**	3
	S40(2)	3
Evaluation	**S40(2)**	5
	S40(2)	5
	S40(2)	5
	S40(2)	5
	S40(2)	5

Additional costs: £1,500 (travel)

Decision-making toolkit – £25,436.25 (20 days academic support)

To ensure the Minerva tool is used to the best of its capability the academic team will develop a decision-making toolkit to support the use of Minerva by all partners. Twenty days of academic time allocated across the team to research, design, develop and deliver a decision-making toolkit for Minerva product to support decision-making relating to VAWG.

Perceptions data analysis and integration – £7,339.50 (6 days academic support)

Six days to support the promotion, gathering, analysis and integration of perception data into the Minerva tool to further enhance the innovation of this tool to help target interventions to tackle VAWG incidents. This aspect is led by Hunter and Newton.

Evaluation – £25,436.25 (20 days academic support)

To ensure the Minerva tool and the interventions developed from it the academic team will design and deliver a robust and ethical evaluation to allow lessons to be learnt and shared through an evaluation report. This will be run by the full academic team and will run across the life of the project constituting twenty days' time of the academic teams time. To facilitate this evaluation the team have also budgeted to include a travel budget to engage with stakeholders and partners across Essex (£1,500).

In-kind contribution

The Essex PFCC has allocated (through the Decision Sheet process ref. 170-22) up to £140,000 from the 2022-3 Community Safety Fund to create a fund for local Community Safety Partnerships (CSPs) to bid against in support of the Minerva project. The funding will be used by CSPs to deploy initiatives aimed at reducing vulnerability in their 'Minerva Zones'. Minerva Zones are neighbourhoods identified by the CSPs through analysis of their Minerva map which they wish to actively progress interventions in to tackle VAWG.

This funding will allow CSP areas to understand better what is driving vulnerability in their locality with a view to taking action to reduce it. It also has the potential to create a community of practice amongst CSP partners to learn from one another about what is most effective in responding to VAWG issues.

Bids will be capped at £10k per district to ensure funding is available to most areas across the county. CSPs will be invited to consider joining together to achieve greater value for money via economies of scale. Bids will be evaluated by the Minerva Oversight Group, made up of partners from Essex Police, local authorities, SETDAB, VCS, ECFRS, and PFCC.

This Fund will support delivery against the priorities in the PFCCs Police & Crime Plan, and could also positively impact on the partnership Southend, Essex, & Thurrock DA Board and Sexual Abuse Strategic Partnership strategies.

Funding will be subject to the PFCC's standard grant agreement.

Benefits and Impact

How do you plan to ensure the benefits, as well as your learning, have an impact a) during and after project completion, and b) within and beyond your organisation/Force, e.g. at regional, national, or even international level? How do you plan to evaluate that impact? If there are synergies with projects taking place elsewhere, describe these here (Indicative max. word count: 250 words).

- Use at District, Local and Force taskings to support overt/covert patrols where the problem zones overlap with known areas.
- Benefit Licensing – in conjunction with places of interest, onboarding to support, initialise and provide evidence for licensing review.
- Project has been asked to explore translation of methods to other thematic areas.
- Acquisitive crime would benefit from mapping elements used as this adds another useful neighbourhood element to existing evidence base.

- Identify areas with both VAWG and non-VAWG crimes which may require mixed prevention approaches.
- Work with the CDAP to monitor this innovation to ensure Minerva is scalable and repeatable to 'industrialise' good practice for the wider benefit of policing, preferably using PDS rather than external providers. Support CDAP who are looking to develop a national platform through PDS which Minerva would fit into.
- Work with TOEX.

Outside of policing we will:

- Inform the development of the Safer Essex VAWG Strategy.
- Improve understanding in targeting areas for Crimestoppers zones.
- Work, through Safer Essex to inform the Essex Design Guide,
- Essex Minerva team and the NTU academic team will:
 - submit a jointly authored, academic, peer reviewed paper of the findings to disseminate findings and knowledge to the academic community.
 - submit for publication a jointly authored article to Emergency Service Times, the Solace network and other networks relevant to disseminate the findings and knowledge to the practitioner communities.
 - Briefing reports will be developed for the NPCC, HMICFRS and Home Office teams on the conclusion of the project.

The Risks

Outline major risks to the delivery of your bid, including any ethical and legal implications. For each delivery, ethical and legal risk provide: (a) the nature of the risk and the likely impact should it occur; (b) the actions you will take to monitor and mitigate this risk; and (c) where relevant, why alternative courses of action cannot achieve a better outcome. If your bid has dependencies (e.g., cooperation from IT, delivery by external supplier), please acknowledge these here and outline what you have done and will do to mitigate them. If your bid needs to be submitted through an ethics board or committee, please indicate where in the process you are. If it has already been through a board, please list their recommendations and how you plan, or already have, addressed them. (Indicative max. word count: 750 words).

The MOG and governance structures monitor and scan for risks to the project completion and the dependencies of the project as the bid progresses. The MOG has membership from all the project stakeholders and will have clear sight on the possible aspects of concern as any arise.

Risks

- Provision of data-overload stifles rather than enhances decision-making and understanding within the CSPs.
- Mitigation: Provision of enhanced online support and workshops to guide partners using the enhanced Minerva and decision-making toolkit. Draws upon our experience of running bespoke data-engagement workshops with CSPs during first phase of Minerva project alongside wider experiences from the project team.
- Engagement of all 14 CSPs in a timely manner.
- Mitigation: By having 14 CSPs we should get 80% of them fully engaged (based on Minerva take-up to date).
- Obtaining the perception data – dependent upon public use of the identified appropriate data gathering tool in the timescales provided and in sufficient volume to provide a statistically valuable data set.
- Mitigation – Continued engagement with research (including alternative predictive modelling of other sources of perception data) and the established good communications routes beyond our usual lines and methods.
- Appetite for national rollout happens before the package is fully developed and tested. There is increasing appetite to scale up Minerva across other forces/constabularies. Rolling this out without appropriate wrap around support and full piloting with Essex would be detrimental to the partners involved and risk poor uptake and implementation in other police areas.
- Mitigation: This next funding round will ensure a full understanding of how to effectively demonstrate, implement and pull through the tool and support package into practices. It will also demonstrate how the MINERVA approach supports decision making, can be included in policy adaptation and can become a source of sustainable learning about these behaviours in new areas.
- Assumptions that the stakeholders/partners have the capacity, capability and willingness to engage.
- Mitigation: There is an expectation of both end-user engagement and senior-level sponsorship through an effect communications strategy.

There are regular updates to local and strategic policing boards, at the quarterly Safer Essex Board chaired by the PFCC CEO and at the Strategic Collaboration Governance Board, chaired by the PFCC and attended by the CC and CFO.

- It is also expected that this approach will support working with policing easier and more rewarding for partners to improve engagement.
- Using the learning from rolling out the Minerva maps to the CSPs means we know we need to provide wider and more detailed support, at a workshop and face-to-face level.
- Assumption that stakeholders/partners are capable/willing to share information /data.
- Mitigation: The PFCC's Emergency Collaboration Programme has a Joint Information Sharing Protocol and DPIA. This was expanded upon and an additional DPIA drawn up to accommodate NTU for the Minerva map build. This considers requirements under GDPR and the requirements of the Information Commissioners Office.
- We are also working with the Essex Centre for Data Analytics as they will have information sharing protocols in place if required.
- Perception data needs to be specific to VAWG. We recognise the valuable information that existing tools can provide us in terms of shaping our responses to crime and targeting crime reduction initiatives, but we need the focus to be specific to VAWG for the purposes of evaluating the impact of Minerva initiatives on public perceptions in relation to VAWG. We will therefore look to source a tool which we can tailor to our needs in terms of who we are targeting and the specific types of information we need to elicit from women and girls, as a more focused and dynamic means of capturing VAWG perception data at the street level across neighbourhoods in Essex.
- We will work with the data analytics teams to ensure we can share data from our platform and use any perception data from existing platforms which is VAWG specific.
- Gathering the perception data puts additional pressure on policing and partners to provide an immediate response in specific areas that may go 'unmet'.
- Mitigation: Comms messaging will be clear about why the information is being gathered and that it is to inform sustainable solutions.
- Interventions developed within Minerva Zones do not 'work' in reducing VAWG incidents or perceptions.
- Mitigation: The evaluation model will provide better policy understanding for partners and avoid the fear of failure by:
 - recognising - unsuccessful policy interventions constitute important learning.

- by helping to continue to evidence where and how to target interventions and allocate resources on a solid intelligence-led basis for VAWG incidents.

Dependencies

- Software platform chosen to host the complex, layered datasets.
- Mitigation: These discussions are very advanced both between NTU, Essex police and the Data Analytics in Policing to resolve this issue for the project within Essex, and for the potential scalable roll out nationally. We are also discussion the best approach for sustainability and data quality into the future.
- The delivery of the project depends on the delivery of the NTU team and the CSP teams.
- Mitigation: NTU will be under contract should the bid be successful; they are also motivated through their coproduction of the project so far alongside the desire to publish findings within academic journals to further knowledge creation and debate. The CSP team participation has been mitigated through stakeholder management and buy in secured from senior managers through to stakeholder buy in from the teams themselves. This has been a priority throughout the initial Minerva project and the MOG will have oversight of this activity.
- The evaluation plan will need to go through NTUs ethics process. This cannot yet be submitted as the details of the plan are dependent on the initial stages of this bid. If the bid is successful, then we will submit for ethical approval upon the start.
- Mitigation: The NTU team have significant experience of undertaking evaluations and obtaining favourable ethical reviews across a range of subject and topic areas having undertaken research and consultancy work with a broad range of funders, partners and government agencies.
- Supported at Kent Essex Police Digital Technology Oversight Board.

Annex A – Assessment Criteria

Question	Score				
	1	2	3	4	5
Q1: The Challenge	The project team has not identified a policing challenge, or the challenge is poorly described with little evidence. The challenge has weak links to the NPCC S&T strategy and is not a significant barrier to policing.	The project team has identified a policing challenge that is described with limited detail and lacks evidence. The challenge has some links to the NPCC S&T strategy and a low potential of being a barrier to policing.	The project team has identified a policing challenge that is adequately described with some supporting evidence. The challenge has links to the NPCC S&T strategy and could represent a barrier to policing.	The project team has identified a policing challenge that is well described with good supporting evidence. The challenge has strong links to the NPCC S&T strategy and is understood to be a barrier to policing.	The project team has identified a policing challenge that is described in a high level of detail with substantial supporting evidence. The challenge has very strong links to the NPCC S&T strategy and is acknowledged as a major barrier to policing.
Q2: The Innovation	The innovation is poorly described. The project team fail to explain how the project is innovative.	The innovation is described with limited detail. The project team shows some attempt to articulate how their project is innovative but this lacks evidence and shows a lack of knowledge and understanding of the challenge area.	The innovation is described in adequate detail. The project team have articulated in adequate detail how their project innovation meets the challenge identified and how it adds value to existing work in that area.	The innovation is described with a good level of detail. The project team show a good understanding of why their project is innovative and meets the challenge with some supporting evidence of how it adds value to existing work in that area. .	The innovation is described with a high level of detail. The project team have provided a strong case as to how their innovation meets the challenge and provide solid supporting evidence of how it adds value to existing work in that area. .
Q3: The Delivery	There is a poor project plan with limited detail. No Gantt Chart is provided. Little or no details are given of the aims and objectives, milestones, deliverables or the team.	The project plan provides some detail on the project timelines, including limited evidence to suggest the project can be delivered effectively. A Gantt Chart is provided but lacks detail. Lack of detail provided on work packages, deliverables, project team and milestones identified.	The project plan provides adequate detail and evidence to suggest the project can be delivered effectively. A Gantt Chart is provided with adequate detail. Adequate detail provided on work packages, deliverables, project team and milestones clearly shown.	The project plan provides good detail of how the project will be delivered effectively with good supporting evidence. A comprehensive and detailed Gantt Chart is provided. There is a compressive level of detail of milestones, project team, and an assessment of risks. The project team's skills and expertise are noted in sufficient detail.	The project plan is highly credible and provides confidence that the project will be delivered effectively with strong supporting evidence. A comprehensive and detailed Gantt Chart is provided. The plan clearly conveys the aims and objectives, deliverables, timescales, milestones and skill of project team to a very high level
Q4: The Value for money	The project cost information provided is limited and lacking detail. The information provided does not represent value for money. Staff costs are not in line with what you would expect. The number of staff days are very low relative to other projects. No detail provided on staff, material or sub-contract costs.	The project cost information provided is limited. A breakdown of costs is provided that demonstrates elements of value for money. Staff costs are somewhat in line with what you would expect. Number of staff days are low relative to other projects. Limited detail provided on staff, material or sub-contract costs.	The project cost information provided is adequate. It demonstrates adequate value for money and there is sensible breakdown of information. Staff costs are in line with what you would expect. Number of staff days are adequate. Sufficient detail provided on staff, material or sub-contract costs.	The project cost information given is comprehensive. It demonstrates good value for money and there is sensible breakdown of the information. Staff costs are well in line with what you would expect. Number of staff days demonstrates VfM. Number of staff days are adequate. Good detail provided on staff, material or sub-contract costs.	The project cost information given demonstrates elements of value-add and is fully justified. It demonstrates excellent value for money and there is clear breakdown and justified set of information. Staff costs are well within what you would expect. Number of staff days demonstrates VfM. Clear and concise detail provided on staff, material or sub-contract costs. Evidence of in-kind contributions to the project provided.
Q5: The Benefits and Impact	The project's impact opportunity and a route for wider learning/exploitation is poorly described with limited detail and understanding There is no attempt to quantify the expected impact and wider force opportunities the project will deliver.	The project's impact opportunity and a route for wider learning/exploitation is described but with limited detail and understanding There is limited detail provided on the expected impact and exploitation opportunities the project will deliver.	The project's impact opportunity and is adequately understood and a route for wider learning/exploitation is described . There is adequate detail provided on the expected impact and wider force opportunities the project will deliver.	The project's impact opportunity and is understood and a route for wider learning/exploitation is well described There is a good level of detail provided on the expected impact and wider force opportunities the project will deliver, including some supporting evidence.	The project's impact opportunity and is comprehensively understood a route for wider learning/exploitation is well described There is a high level of detail provided on the expected impact and wider force opportunities the project will deliver, including supporting evidence and justifications.
Q6: the risks	No information is provided on risks If the project has been submitted to a board, no information on recommendations or actions has been provided No information provided on dependencies	Limited or insufficient information on risks. If the project has been submitted to a board, limited information on recommendations and/or actions has been provided Limited information on dependencies and mitigation	An adequate assessment of risks and a cursory consideration of mitigating measures have been provided The project team have mentioned dependencies and some consideration to mitigation has been given. If the project has been submitted to a board, adequate information on recommendations and actions has been provided	A good assessment of risks and consideration of suitable mitigating measures have been provided The project team have highlighted and mitigated any relevant dependencies If the project has been submitted to a board, good information on recommendations and actions has been provided	Comprehensive risks are identified and suitable mitigation measures are given. The project team have discussed and mitigated in detail any relevant dependencies If the project has been submitted to a board, comprehensive information on recommendations and actions has been provided

Annex B

Tips for drafting a successful bid

Be concise – don't waffle, get to the point- what does the assessor need to know? Get a second opinion to read through if practicable.
Keep referring back to the assessment criteria when drafting – does your bid meet those requirements?
Be clear and honest on the challenges involved – e.g. do you need access to data held outside your control? If so, how will you get access to it?
Articulate the benefits – how will your project improve things? Will other organisations also benefit? Who might be impacted by the output? How will you share the learning more widely?
Make sure your bid isn't a proposal to buy existing kit, technology or research that has been done previously – if it is, you shouldn't submit for this call (but our office may be able to assist with other suitable funding options).
Is your bid innovative? Are you sure someone isn't doing something similar already? What efforts have you made to check this? If they are – be upfront, but explain what your project will do differently.