

9th December 2009

Kevin Pryce
Direct Line 0151 285 5528

To: The Chairperson and Members
of the Resources and Strategy Committee

Dear Sir/Madam

A meeting of the RESOURCES AND STRATEGY COMMITTEE will be held on THURSDAY 17th December 2009 in the Meeting Room, Merseyside Police Authority Offices, 3rd Floor, Mercury Court, Tithebarn Street, Liverpool commencing at 2.00PM.

Yours faithfully

A handwritten signature in black ink, appearing to read 'P. Johnson'.

Paul Johnson
Chief Executive/Treasurer

RESOURCES AND STRATEGY COMMITTEE

Elected Members

I Jobling
Ms D Kerrigan
S Shaw
W Weightman
Mrs K Wood (Chairperson)

Independent Members

Mr D Bradbury
Mr T C Kelly
Mrs M Lewis JP
Mrs F Street
Prof A B Zack-Williams

Co-Opted Members

Mr W Burton (Unison)
Mr P Dow (GMB)

MERSEYSIDE POLICE AUTHORITY
RESOURCES AND STRATEGY COMMITTEE

17th DECEMBER 2009

AGENDA

PART 1

Apologies.

ITEM	PAGE
------	------

1.	<u>DECLARATIONS OF INTERESTS</u>	
----	----------------------------------	--

2.	<u>MINUTES</u>	
----	----------------	--

	The Chief Executive to submit the minutes of the meeting of the Committee held on the 5 th November 2009	1.
--	---	----

REPORT OF THE TREASURER

3.	Update Report on the Status of Internal Audit Recommendations – Detained Persons Property	5.
----	---	----

JOINT REPORT OF THE TREASURER AND TEMPORARY CHIEF CONSTABLE

4.	Budget Forecast 2010/11 and Medium Term Financial Strategy to 2012/13	11.
----	---	-----

REPORTS OF THE TEMPORARY CHIEF CONSTABLE

5.	Police Community Support and Traffic Officers (PCS & TOs) – Fixed Term and Permanent Contracts	31.
----	--	-----

6.	Additionally Funded Police Posts	41.
----	----------------------------------	-----

7.	Implementation of E – Tendering	69.
----	---------------------------------	-----

8.	BCU Neighbourhood Vacancies	95.
----	-----------------------------	-----

9.	People Development Plan – 2 nd Quarterly Update	99.
----	--	-----

10.	Structures and Ratios Project – Outcome Evaluation Overview	133.
-----	---	------

A composite evaluation of the Project is enclosed with the Agenda

11.	Tender Monitoring and Standing Order 8 Exemptions	139.
-----	---	------

ANY OTHER ITEMS WHICH THE CHAIRPERSON DEEMS TO BE OF AN URGENT NATURE

PART 2

Under Section 100A (4) of the Local Government Act 1972, and having satisfied the requirements of paragraph 10, the public may be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt Information as defined in paragraphs 1, 3 and 7 of Part 1 of Schedule 12A to the Act.

ITEM

REPORTS OF THE TEMPORARY CHIEF CONSTABLE

- | | | |
|-----|--|------|
| 12. | Tender Monitoring and Standing Order 8 Exemptions | 201. |
| 13. | Review of Football Operations and Provision of Special Police Services Under the Provisions of Section 25, Police Act 1996 | 207. |
| 14. | Proposed Extension to Forensic Examination Contract | 239. |

REPORT OF THE TREASURER

- | | | |
|-----|-------------------------|-------------------|
| 15. | Equalisation Allowances | Report to follow. |
|-----|-------------------------|-------------------|

ANY OTHER ITEMS WHICH THE CHAIRPERSON DEEMS TO BE OF AN URGENT NATURE

MERSEYSIDE POLICE AUTHORITY
RESOURCES & STRATEGY COMMITTEE

At a meeting of the Resources and Strategy Committee held on Thursday 5th November 2009 in the Meeting Room, Mercury Court, Tithebarn Street, Liverpool, the following Members were present:-

Elected Members

I Jobling
Mrs D Kerrigan
S Shaw
W Weightman
Mrs K Wood (Chairperson)

Independent Members

Mr D Bradbury
Mr T C Kelly
Prof. A B Zack-Williams

Co-opted Member

Mr W Burton (Unison)

Apologies

Apologies for absence were received on behalf of Mrs M Lewis JP and Mrs F Street.

28. Declarations of Interests

There were no Declarations of Interests received.

29. Minutes

The minutes of the meeting of the Committee held on the 17th September 2009 were received as a correct record and signed by the Chairperson.

30. The Audit Commission – Annual Audit Letter 2008/09

The Chairperson welcomed Mr Julian Farmer, District Auditor and his assistant Mr T Kelly to the meeting.

The Committee considered the report of the Treasurer of the Authority on the Audit Commission's Annual Audit Letter 2008/09.

The contents of the Letter and summary of the key issues were presented by Julian Farmer, District Auditor. He indicated that the Authority had achieved level 3 performance in each of the three themes tested, the financial statements contained no errors and the general tenor of the Letter was positive. He referred to the Authority's arrangements in respect of Treasury Management and that it should keep its advice under review.

The Treasurer reported that he was, on a weekly basis, actively managing the Treasury Management function and that scrutiny of the issue was the subject of a report elsewhere at this meeting

RESOLVED - That the report be noted and the District Auditor and his officers be thanked for the report and the presentation.

31. Update Report on Progress Against the Annual Internal Audit Plan 2009/10

The Committee considered the report of the Treasurer on progress against the approved Annual Internal Audit Plan for 2009/10.

The Chairman of the Authority reported that it had now been confirmed that Merseyside Police Authority was to be included in the next round of Police Authority Inspections which were scheduled for mid 2010. He also referred to the URE Inspection regime and requested clarity on the remit of both. The District Auditor indicated that that whilst the processes were similar, the Police Authority Inspection was designed to cover all the functions of Police Authorities but would not, however re-visit previous areas of inspection and in that regard, did not anticipate any conflict to arise.

RESOLVED - That the report be noted and the numbers of audit days included in the next update report.

32. Update Report on the Status of Internal Audit Recommendations

The Committee considered the report of the Treasurer on the status of agreed Internal Audit Recommendations.

RESOLVED - That the report be noted.

33. Revised Treasury Management Lending List

The Committee considered the report of the Treasurer on the Treasury Management Lending List. He referred to his earlier comments (minute 30 refers) and circulated an amended version of the Lending List as at 5th November 2009.

RESOLVED - That the Committee notes the use of the authority delegated to the Treasurer in consultation with the Chairperson of the Committee and requests the Police Authority to formally approve the current Lending List as now circulated and dated 5th November 2009.

34. Budget Monitoring Report 2009/10

The Committee considered the joint report of the Treasurer and Temporary Chief Constable on the overall financial position against budget for the first half of the 2009/10 financial year.

The Committee considered the Budget Management Statement and the Citizen Focus overspend relating to Force Medical Examiners (FMEs) and the introduction of Force Nurse Practitioners (FNPs). The Committee, whilst understanding the management of medical attention at Custody Suites, requested that a further report on the financial and personnel implications of utilising both schemes be reported to a future meeting of the Committee.

RESOLVED - That the report be noted.

35. Efficiency and Productivity Plan 2009/10

The Committee considered the joint report of the Treasurer and Temporary Chief Constable on an assessment of the Force's performance against the Efficiency and Productivity Plan for 2009/10.

The Director of Resources advised the Committee that during the year, the Authority and Force had achieved both its planned and targeted efficiency savings and had plans in place to achieve the Home Office requirement of 9.3% over a three year period.

The Chairman of the Authority indicated that the Authority would be requesting the Value For Money Committee to critically monitor the Plan to ensure that efficiencies and savings were being converted into improvements in performance.

RESOLVED - That the Police Authority be requested to extend the Terms of Reference of the Value For Money Committee to include monitoring of Efficiency and Productivity Plans.

36. Basic Command Unit Fund Grant

The Committee considered the report of the Temporary Chief Constable on the current financial position of the 2009/2010 Basic Command Unit Fund Grant, the current criteria for distribution and on future funding proposals which would be reported to the Committee at its next meeting following publication by the Home Office in late November 2009.

The Committee discussed the perception of uncertainty relating to the ongoing provision of the Fund and requested that the Temporary Chief Constable carefully consider the long term commitments with BCU and other partners prior to the updated report being reported to the next meeting of this Committee and referred to above.

RESOLVED - That the report be noted.

37. Additional Funding Streams

The Committee considered the report of the Temporary Chief Constable on the current level of additional funding streams and those services to which they relate.

The Committee discussed the use of and incidence of overtime payments through additional fund streams and requested that the justification and management of these services be reported to a future meeting of the Committee.

RESOLVED - That the report be noted.

38. Workforce Disability Profile

The Committee considered the report of the Temporary Chief Constable on the profile, since 2005, of those people who had declared themselves disabled whilst either working within the Force or applying to join it.

RESOLVED- That the report be noted at this stage and the issues relating to the wider implications of working towards the total inclusion into the workforce of people with disabilities be reported to a future meeting of the Equality and Diversity Sub Committee to which all members of the Authority should be invited.

39. Local Government (Access to Information) Act 1985

RESOLVED - That in accordance with the provisions of the Local Government Act 1972, and having satisfied the requirements of paragraph 10, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in paragraphs 7, 8 and 9 of Part 1 of Schedule 12A to the Act.

40. External Insurance Premiums for 2009/10

The Committee considered the report of the Treasurer on the final external insurance premiums for 2009/10 in accordance with the report presented on 9th April 2009.

The Treasurer and Director of Resources indicated that there were ongoing national discussions in respect of aviation cover and that the issue would be reported to a future meeting.

RESOLVED - That the report be noted.

Minutes 28 to 40 received as a correct record on 17th day of December 2009.

Chairperson of the Committee
(The meeting closed at 4.01 pm)

MERSEYSIDE POLICE AUTHORITY

To: The Chairperson and Members
of the Resources and Strategy Committee

Meeting: 17th December 2009

Report of the Treasurer

Update Report on the Status of
Internal Audit Recommendations – Detained Persons Property

1. Purpose of the Report

The purpose of this report is to update Members on the status of agreed Internal Audit Recommendations relating to detained persons' property.

2. Recommendations

Members are asked to note the contents of this report.

3. Background

- 3.1 Members will recall that an update relating to the implementation of the six key recommendations following a review of detained person's property was last provided to this Committee on the 17th September 2009. At the time Members expressed concern that of the six recommendations made, three had not been fully implemented, and as a result, afforded serious reputational risk to the Authority and Force. Members noted that further action had been agreed with the Chief Constable, including the reissuing of Policies and Procedures, the issuing of further instructions and guidance to Officers and assigning ownerships of the issues at the BCU's, to ensure that these recommendations would be fully implemented. Members will also recall that the Committee requested that a further report be submitted to the December meeting of the Committee on the implementation of the remaining recommendations.

4. Implementation of Recommendations

- 4.1 Initially confirmation was sought that the previously agreed action resulting from the first audit review, as detailed in 3.1 above, had been undertaken and this was found to be the case. The second follow up of the three outstanding recommendations, as detailed below, was then commenced by Internal Audit. The follow up involved visiting all eight custody suites, i.e. St. Anne Street, Wavertree Road, Wirral, Belle Vale, Southport, Copy Lane, St. Helens and Kirkby. The following are the main findings of the review:-

4.2 Recommendation (ii) - all cash over £50 will be committed to Custody Suite safes along with all property items of potential value. Under no circumstances will cash over £50 and/ or valuables be stored with the detainee's general property in Custody Suite lockers;

4.2.1 This recommendation has not been fully implemented – details of all detained persons processed on NICHE on Wednesday, 4th November 2009 and Saturday, 7th November 2009 were extracted from NICHE and compared to the Custody Suite safe contents book entries for those days. From the sample testing undertaken there was evidence that not all cash over £50 had been committed to the Custody Suite safes. In particular, there was no compliance with this recommendation at either St Helens or Southport. However, it is noted that the recommendation had been fully implemented on the days reviewed at Kirkby, Wirral and Copy Lane. Table 1 below details the findings:-

Table 1: Details of cash over £50 placed in Custody Suite Safe

Station	Day	No of Detained Persons booked in	No instances were a Detained Person had more than £50	Success rate
Kirkby	04/11/09	15	1	100%
	07/11/09	20	4	100%
St Helens	04/11/09	17	3	0%
	07/11/09	17	3	0%
Belle Vale	04/11/09	17	2	50%
	07/11/09	24	2	50%
Wavertree	04/11/09	10	1	100%
	07/11/09	27	3	33.3%
St Annes St	04/11/09	25	4	75%
	07/11/09	30	7	85.7%
Southport	04/11/09	6	2	0%
	07/11/09	7	0	NA
Wirral	04/11/09	34	3	100%
	07/11/09	31	2	100%
Copy Lane	04/11/09	20	4	100%
	07/11/09	23	3	100%

4.2.2 In addition, there was still no evidence that property of potential value was being committed to the safes, as per the agreed recommendations.

4.3 Recommendation (iv) - at each shift change or shift overlap, Custody Suite Sergeants should ensure that the contents of Custody Suite safes are reconciled and agreed and that safe contents books are endorsed by both officers to provide evidence that this exercise has been undertaken;

4.3.1 This recommendation was not being fully implemented – there are three shift changes every day, consequently there should be three reconciliations undertaken and recorded within the safe contents book each day. A review of the safe contents books on the 4th and 7th November 2009 took place and it was found that there was some evidence of hand over procedures were now taking place, with 100% compliance noted at Kirkby. However, it was found that elsewhere this was not happening at every shift change and at Copy Lane and Southport there were no reconciliations done at all on the days reviewed. Table 2 below details the findings of the review:-

Table 2 : Occasions end of shift reconciliation completed

Station	Day	Completed checks	Success Rate
Kirkby	04/11/09	3	100%
	07/11/09	3	100%
St Helens	04/11/09	2	66%
	07/11/09	1	33%
Belle Vale	04/11/09	3	100%
	07/11/09	2	66%
Wavertree	04/11/09	2	66%
	07/11/09	1	33%
St Annes St	04/11/09	2	66%
	07/11/09	1	33%
Southport	04/11/09	0	0%
	07/11/09	0	0%
Wirral	04/11/09	3	100%
	07/11/09	2	66%
Copy Lane	04/11/09	0	0%
	07/11/09	0	0%

4.3.2 A further examination of the safe contents books covering the period 1st October 2009 to 11th November 2009 was undertaken and it was noted that at Copy Lane the last reconciliation had been done on the 23rd October 2009 and at Southport on 1st November 2009. It is also noted that in the vast majority of cases where handover did happen only one officer was endorsing the safe contents book to confirm that the handover was correct as opposed to both officers as per the agreed recommendation.

4.4 Recommendation (vi) - the returning officer should open the secure bag in the presence of the detainee and reconcile the contents to the bag narrative and Niche records, and update Niche records with the detainee signature to provide evidence of the property return.

- 4.4.1 On the basis of the review undertaken this recommendation has been fully implemented - a review of a sample of the NICHE records found that there was evidence that a detainee, their legal representative or a guard from GSL (security guards transferring the detainee to court) was now signing for the property returned or handed to them.
- 4.5 The Chief Constable has been informed of the findings of the review and has taken further action to address these issues within the Force.
- 4.6 In summary, two outstanding recommendations have still not been fully implemented, although it is recognised some improvements have been made. Based on the fact that there are still two recommendations that have not been fully implemented, the Chief Constable has proposed that the Force's Corporate Audit team will undertake a review in January to confirm that all the recommendations have been fully implemented. The findings of this review will be reported to the Treasurer and Internal Audit will then conduct a further review as part of the 2010/11 Internal Audit plan and report its findings back to this Committee.

5. Financial and Staffing Issues

There are no financial or staffing issues associated with this report.

6. Risk Assessment

- 6.1 Internal Audit is a key aspect of the Authority's risk management strategy and offers independent support and reassurance to the Authority, Force and external inspection and audit bodies. The following up of audit recommendations is an important part of this strategy and provides Members with assurances that actions have been implemented. The risk of the Force not implementing the agreed recommendations is that identified control weaknesses may not be addressed or improvements not made.
- 6.2 In this particular case, there is the potential that detained persons property is not returned to them, which is completely inappropriate and leaves the Force and the Authority open to legal and reputational issues.

7. Equality & Diversity Impact Assessment

There are no Equality and Diversity issues associated with this report.

8. Environmental Impact Assessment

There are no environmental issues associated with this report.

9. Conclusion

A second follow up exercise has been undertaken to determine if the three outstanding Internal Audit recommendations relating to detained persons property had been implemented. Unfortunately, it was determined that the two recommendations had not been fully implemented within the Custody Suites and the audit testing undertaken still found examples of non compliance across the Force. It is noted that the Chief Constable has acknowledged the findings and has agreed that the Force's Corporate Audit team will undertake a review in January to confirm that all the recommendations have been fully implemented. The findings of this review will be reported to the Treasurer and Internal Audit will then conduct a further review as part of the 2010/11 Internal Audit plan and report its findings back to this Committee.

Paul Johnson
Chief Executive/Treasurer to the Authority

Contact Officer: John Riley, Assistant Treasurer (0151) 236 4748

Background Papers:

Resources & Strategy Committee Agenda 17th September 2009; and
Code of Practice for Internal Audit in Local Government in the UK 2006.

MERSEYSIDE POLICE AUTHORITY

To : The Chairperson and Members
of the Resources and Strategy Committee

Meeting: 17th December 2009

JOINT REPORT OF THE TREASURER AND TEMPORARY CHIEF
CONSTABLE

BUDGET FORECAST 2010/11 AND MEDIUM TERM FINANCIAL
STRATEGY TO 2012/13

1. Purpose of the Report

The purpose of the report is two fold:-

- (i) To provide an initial assessment of the financial implications of the Provisional Settlement to the Authority and its effect on the Authority's Medium Term Financial Strategy (MTFS); and
- (ii) To set out the potential financial position of the Authority over the next three years and the context for the annual budget preparation process that will follow.

2. Recommendations

Members are requested to:-

- (i) Agree that the Medium Term Financial Strategy (MTFS) presented in the report be adopted for Budget development and Force planning in a broad sense over the next three years; and
- (ii) To request that the Treasurer and the Chief Constable work collectively to present a budget in February that not only takes account of both the current spending plan and the announced provisional settlement, but also begins the Authority's preparation for the likely implications of the next Comprehensive Spending Period, i.e. 2011/12 to 2013/14.

3. Background

- 3.1 The Local Government Finance Settlement is concerned with the distribution of Formula grant, which contains details of the funding for

policing from central Government, through the grants from the Home Office, i.e. the Police Grant, and the Department of Communities and Local Government (DCLG), i.e. the Revenue Support Grant (RSG) and Redistributed Business Rates (RBR). The provisional settlement is issued for consultation purposes, responses are requested early January and the final settlement is announced late January or early February.

- 3.2 In 2008/09 for the first time the Government announced a three year settlement covering the Comprehensive Spending Review (CSR) period, i.e. 2008/09 to 2010/11. This enabled the Authority to forecast the budget for the next three years with more accuracy and plan a more robust MTFS.

4. National Provisional Settlement

- 4.1 On 26th November 2009, the Government published the Provisional Local Government Finance Settlement covering 2010/11.

- 4.2 The main headlines from the settlement are as follows:-

Table 1: Main Headlines

	2010/11
Total Increase for Police Authorities	2.7%
Total increase for Metropolitan Police Authorities	3.1%
Minimum Increase (set at 'Floor')	2.5%
Merseyside General Grant Increase	2.6%
Before introduction of 'Floor' Merseyside General Grant Increase would have been	3.04%
Cost of 'Floor' to Merseyside	£1.251m

Specific Grants

- 4.4 In addition to the general settlement, the Government has also allocated to the Authority the following funding:-

Table 2: Specific Grants

Specific Grants	Provisional 2010/11
	£m
Rule 2 Grant	4.787
Crime Fighting Fund	9.499
Neighbourhood Policing Fund and CSO's	9.886
BCU Fund	1.114
Dedicated Security Posts*	5.603
Total Specific Grants	30.889

*The Authority is still awaiting details of Dedicated Security Posts grant funding, i.e. Counter Terrorism grant. However, for the purposes of planning it is assumed that the grant will increase in line with the Police Officer pay award.

Capital Allocation

- 4.5 In respect of capital the Government have yet to announce the capital allocation.

Capping Regime

- 4.6 The Government has announced that it “expects the average Band D council tax increase in England to fall to a 16 year low in 2010/11” and that they were pleased “that the average Band D Council Tax increase this year (2009/10) was 3% - the Government expects to see it fall further next year while Authorities protect and improve front line services”. No decisions have been taken on capping principles in 2010/11, but the Government has made clear that it “remains prepared to take capping action against excessive increases set by individual Authorities and requiring them to rebill for a lower council tax if necessary”.

5. Medium Term Financial Strategy (MTFS)

- 5.1 As part of the 2009/10 budget report the Authority approved a MTFS for 2009/10 to 2011/12. The MTFS has been reviewed and three financial scenarios have now been developed, including an “optimistic”, “middle ground” and “pessimistic range”. The period covered by the strategy has also been extended to cover 2012/13. The three scenarios are based on the assumptions detailed in Appendix 1.
- 5.2 Table 3 below illustrates the potential financial implications of the three scenarios and further details are provide in Appendices 2 to 4. Table 3 highlights that the Authority and Force may be required to make savings of between £5m and £30m over the period in order to balance its budget.

Table 3: Summary of the Range

	2010/11	2011/12	2012/13	TOTAL
	£'million	£'million	£'million	£'million
		Prior Year + Another	Prior Years + Another	
OPTIMISTIC	0.000	3.572	1.265	4.837
MIDDLE GROUND	0.000	9.615	6.872	16.487
PESSIMISTIC	0.378	16.504	13.226	30.108

- 5.3 Clearly, the scenarios above are dependent upon the outcome of the General Election, the publishing of the new Comprehensive Spending Review, future grant settlements and other factors. The pre-budget announcement is due on the 9th December 2009 and any relevant announcements contained within this will be reported to the meeting.

Outstanding Issues

Outturn Position 2009/10

- 5.4 The impact on the strategy of the outturn position for 2009/10 is important. Members will be aware that at the half year stage there was a budget overspend of £1.116m, i.e. 0.7%.of anticipated spend. The Chief Constable has been finalising a number of measures aimed at bringing the budget back into line and it is anticipated that the budget will balance at year end. Clearly every effort must be made to ensure that 2009/10 outturn is balanced otherwise the strategy going forward runs the risk of being undermined.

Budget 2010/11 and Beyond

- 5.5 The guiding principles for the creation of a 2010/11 budget are as follows:-

- no overspend carried forward from 2009/10;
- 2010/11 budget to preserve police officer and PCSO establishment (subject to continuity of partner and grant funding);
- assumes no overall growth in police officer or police staff establishment, i.e. suspension of MPA strategy in respect of Police officer numbers;
- identify and deliver £3m of recurring savings in 2010/11, of which £2m to be cashable in-year (not all delivered day-one);

- ring-fence savings in-year to a Restructure Reserve;
- carry forward recurring savings to contribute to future financial challenge;
- any service developments or changes to structure to be met by refocusing existing resources; and
- explicitly consider relative and opportunity costs of PCSO's vs Police Officers given current funding arrangements.

5.6 Work is currently underway to identify savings in 2010/11 and the areas currently being investigated include:-

- ñ results of Quest programme;
- ñ targeted overtime reduction;
- ñ review of forensic expenditure;
- ñ review of essential car user allowances;
- ñ review of competency threshold and similar payments;
- ñ reduction in ill-health retirements, injury awards and related payments;
- ñ targeted elimination of police staff vacancies;
- ñ review of discretionary expenditure including events, travel, conferences, car hire etc;
- ñ review of contractors, specialist advisors;
- ñ harmonisation of administration and support structures; and
- ñ other targeted expenditure reductions following zero-base budgeting.

5.7 In respect of 2011/12 and beyond, the potential funding challenges at the levels set out in "Middle Ground" and "Pessimistic" scenarios cannot be met from ad-hoc savings. The savings requirements at this level will pose structural challenges for the Force.

5.8 Initial work has been undertaken within the Force but this is at an embryonic stage. The intention is to develop a suite of responses during 2010/11 which can be selectively implemented once the size of any cuts to general grants is known; or the reductions to specific grants where the activity is considered necessary to mainstream. The Chief Constable will work with the Treasurer to develop potential responses which will, by necessity, vary from small tactical projects through to radical structural changes. Examples of such projects being considered by other Forces include:-

- ñ changes to departmental structure including BCU structure (e.g. West Midlands);
- ñ changes to management structures, ranks and grades;
- ñ centralisation of support functions;
- ñ operational collaboration resulting in cashable reductions;
- ñ outsourcing and/or shared services; and
- ñ identification and elimination of "non service critical" posts.

- 5.9 During 2010/11, the Treasurer and Chief Constable will submit reports to the Committee on the options to be considered to address the potential funding gap and balance the budget.

Capital Expenditure

- 5.10 The roll out of the Capital Programme will also have a potential impact on the Authority's revenue position. Whilst the financing of capital has been incorporated into the revenue budget and the Estate Strategy is expected to progress strongly in 2010/11 with the Wirral Area Command Centre, any change in the spending profile will need to be reflected in the revenue account.

General Balances, Reserves and Provisions

- 5.11 The Authority will also need to consider its position in relation to the purpose and level of General Balances, Reserves and Provisions it holds. Members will recall that the current level of General Balances is determined by a comprehensive risk assessment. This exercise will again form an integral part of the budget process. In addition, it is proposed that a Restructure Reserve is created from recurring savings identified in 2010/11 to help address the financial implications of implementing potential organisational changes; further reports will be brought back to this Committee when appropriate.

Capping

- 5.12 As Members will also be aware, in 2009/10 the Government capped Surrey Police Authority, who subsequently had to re-bill the local community.
- 5.13 The Government have made it clear that there is no excuse for "excessive" increases in precepts on council tax next year. The Government have announced that it will not hesitate to use its capping powers again to deal with excessive council tax increases in 2010/11, including requiring Authorities to re-bill if necessary.
- 5.14 Council Tax Base and Collection Fund – the determination of the individual Council Tax Bases and Collection Fund positions by the Districts will also influence the Authority's resource position. These are to be determined by the Districts in late January/ early February. The Treasurer is currently in discussions with the Districts with a view to positioning the Authority as early as possible, particularly in light of the recent economic climate which will undoubtedly affected collection rates and probably the tax bases.
- 5.15 In any case, the Authority faces severe constraints, in raising money locally, as Merseyside suffers from having a low tax base. As a consequence any increases in spending not funded by Government Grant results in a disproportionate increase in the precept. The effect

of this is two fold; firstly, a 1% increase in spending requires a 5.5% increase in the precept, i.e. a gearing ratio of 5.5:1. Secondly, a 1% general grant increase is equivalent to £2.674m, while a 1% rise in the precept amounts to £0.593m, i.e. a gearing ratio of 4.5:1.

Police Community Support Officers

- 5.16 Partnership funding for 2009/10 in respect of PCSO's is now anticipated to be £1.151m. It is noted that it was previously reported to the Authority in the Budget Report that funding was expected to be £0.806m. However, this total has now increased following clarification of partner's contributions and Knowsley MBC requesting more PCSO's and consequently significantly increasing its contribution. This has led to a net increase in anticipated income of £0.345m in 2009/10 and as a consequence a smaller contribution from the PCSO Reserve will be required to bridge the funding gap. Details of the current partnership funding are provided in Table 4 below: -

Table 4 : Movements in Partnership Funding

	£	£	
Original Estimate		806,000	
Knowsley MBC	450,000		(£650K FYE)
Merseytravel	25,416		
One Vision Housing (Sefton)	14,000		
St. Helens WNF (NRF)	10,068	499,484	
Sefton Parks	-105,000		
Sefton Goldzone	-32,000		
Wirral Woodchurch	-12,992		
Liverpool Housing Trust	-4,266	-154,258	
Total Movement in year	345,226		
Revised Estimate		1,151,226	

- 5.17 As part of the Provisional Financial Settlement the Home Office funding has been confirmed at £9.886m for 2010/11. Table 5 details the estimated cost of 466 PCSOs in 2009/10 and beyond assuming that partnership funding will continue at the current committed levels and pay inflation will rise at 2.6% pa,. From Table 5 it can be seen that there is an estimated funding gap of £1.634m in 2009/10, which can be met from the PCSO Reserve.

5.18 Members will recall that within the 2009/10 budget £1m in recurring savings was identified and planned to be utilised in 2010/11 to help off set future budget deficits. It can be seen in Table 5 that incorporation of this additional funding in 2010/11 reduces the ongoing budget deficit to around £0.5m. This can be contained in 2010/11 and partly in 2011/12 by utilising the PCSO Reserve. However, by 2012/13 if PCSO's numbers are to be maintained and assuming no changes in grant and partnership funding, this £0.5m "structural deficit" will need to be addressed.

Table 5: PCSO Financial Position

	No's	Total Cost	Home Office Funding	Authority Funding	Partners Funding	Budget Deficit	PCSO Reserve	Balance
		£m	£m	£m	£m	£m	£m	£m
Original Estimate 2009/10	466	13.724	(9.626)	(1.313)	(0.806)	1.979	(1.979)	0.000
Revised Estimate 2009/10	466	13.724	(9.626)	(1.313)	(1.151)	1.634	(1.634)	0.000
2010/11	466	14.081	(9.886)	(2.347)	(1.325)	0.523	(0.523)	0.000
2011/12	466	14.447	(10.133)	(2.408)	(1.325)	0.581	(0.316)	0.265
2012/13	466	14.823	(10.396)	(2.735)	(1.325)	0.367	0.000	0.367

5.19 The implications of the utilisation of the PCSO Reserve as contained above can be seen in Table 6 below.

Table 6: PCSO Reserve

	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Balance at beginning of the Year	2.473	0.839	0.316	0.000
Planned Contribution from Reserve	(1.634)	(0.523)	(0.316)	0.000
Balance at year end	0.839	0.316	0.000	0.000

5.20 Whilst resources are in place to maintain the current numbers of PCSO's. This is heavily predicated upon the current Government grant regime and the provision of Partnership funding. Given the great financial uncertainty facing the Authority from 2011/12 onwards, this renders the decision regarding the fixed term nature of 266 PCSO's a

difficult one. A further report from the Temporary Chief Constable is elsewhere on this agenda addressing this issue.

Additionally Funded Posts

- 5.21 Members will recall that all future reports on the budget and MTFs would clearly categorise Police Officer and Police Staff establishments (excluding PCSO's) between those internally funded and those relying upon funding from Partner agencies; the current position is set out below in Table 7 below.

Table 7: Budgeted Establishment in 2009/10

	Police Officer	Police Staff
Internally Funded	4,479	2,685
Externally Funded	83.55	68.40*
Total	4,562.55	2,753.40

* excludes PCSO's

- 5.22 The total financial risk to the Authority of the 83.55 Police Officers funded externally equates to £3.725m in 2009/10 and the cost of the 68.4 Police Staff externally funded equates to £1.553m, the regular detailed report is elsewhere on this agenda.
- 5.23 Table 8 below details the financial risk to the Authority of the current level of partnership funding.

Table 8: Financial Risk of Partnership Funding

	£m
Police Officers	3.725
Police Staff, excluding PCSO's	1.553
Additional Funding Streams*	0.649
PCSO's	1.151
Total	7.078

* these are funding streams that if reduced would not directly impact on establishment numbers, but reduce the service provision to partners.

Budget Process

- 5.24 In respect of the budget process the next steps are as follows:-

Ongoing to January 2010	Investigative work by Treasurer and Chief Constable.
6 th January 2010	Provisional Settlement Consultation finishes.
Middle of January 2010	Final Settlement Announced
18 th February 2009	Special Budget Meeting.

6. Financial and Staffing Implications

The financial implications for the Authority of the recent settlement are set out in detail within the report. There are no additional staffing implications in respect of this report.

7. Risk Assessment

7.1 The financial scenarios outlined in Table 3 above highlight budget deficits at current committed service levels in each year from 2011/12.

7.2 In addition, the report acknowledges the risk associated with reliance upon current specific grant regimes and partnership funding, particularly in terms of establishment numbers. Throughout the evolution of the MFTS, the implications of potential efficiencies and service reductions will be integral to the required formal decision making process.

8. Equality & Diversity Impact Assessment

There are no Equality and Diversity issues associated with this report.

9. Environmental Impact Assessment

There are no environmental issues associated with this report.

10. Conclusion

10.1 The report sets out the financial implications of the provisional settlement, updates the Authority's MTFS and contains an early indication of the implications of maintaining current committed service levels.

10.2 However, the ability of the Authority to maintain a balanced budget going forward into the next MTFS period will depend on many factors, particularly the next Comprehensive Spending Review, the need to identify and make significant savings, additional legislative requirements, the ability to raise the precept and the financial implications of continued service improvements, along with the continuation or otherwise of Partnership Funding which now stands at some £7.078m.

10.3 The Authority and Force are better placed than many, with time to build a response to the financial challenge that is to come. The Budget for 2010/11 remains broadly balanced. However, a funding gap requiring cashable savings of £5m to £30m arising over the next three years is credible. A financial challenge of that size cannot be addressed entirely from tactical cuts or ad-hoc savings initiatives; there must be recognition that structural change may be necessary. While the Authority will do everything possible to protect police officer numbers,

some reduction may be necessary from 2011/12 onwards. Change and some of the categories of savings may require up-front investment or one-off costs and consequently there may be resulting pressure on reserves to achieve these required changes.

Paul Johnson
Treasurer to the Authority

Bernard Lawson
Temporary Chief Constable

Contact: John Riley, Assistant Treasurer (0151) 236 4748
Geoff Broadhead, Force Head of Finance (0151) 777 8007

Background Papers: MPA Budget Report 2009/10

MTFS Financial Scenario's Assumptions

	2010/11	2011/12	2012/13
	OPTIMISTIC		
General Grant	+2.575%	+0.5%	+0.5%
Employers NI Contributions	-	+0.5%	-
Police Officer Pension Contributions	-	+1% point	-
Police Staff Pension Contributions	-	+1% point	-
Pay & Price Inflation	+2.65%	+1%	+1%
Precept	+5%	+4%	+4%
Tax Base	-£0.25m	-	-
	MIDDLE GROUND		
General Grant	+2.575%	-1%	-1%
Employers NI Contributions	-	+0.5%	-
Specific Grants	-	-£1.0m	-
Police Officer Pension Contributions	-	+1% point	-
Police Staff Pension Contributions	-	+1% point	-
Pay & Price Inflation	+2.65%	+1.25%	+1.25%
Precept	+5%	+4%	3%
Tax Base	-£0.25m	-	-
	PESSIMISTIC		
General Grant	+2.575%	-2.50%	-2.50%
Employers NI Contributions	-	+0.5%	-
Specific Grants	-	-£2.0m	-
Police Officer Pension Contributions	-	+1% point	-
Police Staff Pension Contributions	-	+1% point	-
Pay & Price Inflation	+2.65%	+1.50%	+1.50%
Precept	+4%	+3%	+3%
Tax Base	-£0.25m	-	-
Capital Expenditure	-	-	+£1.5m

			Appendix 2	
Optimistic Scenario				
	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Income				
General Revenue Grant	(267.418)	(274.304)	(275.676)	(277.054)
Specific Revenue Grants	(30.481)	(30.889)	(31.307)	(31.307)
Total Grants	(297.899)	(305.193)	(306.983)	(308.361)
Contribution from Reserves	(1.332)	(0.158)	(0.306)	0.000
Precept	(59.259)	(61.972)	(64.450)	(67.029)
Collection Fund (Surplus) / Deficit	0.556	0.000	0.000	0.000
Total Income	(357.934)	(367.323)	(371.739)	(375.390)
Total Expenditure	357.934	367.323	375.311	376.655
Base Budget Deficit / (Surplus)	0.000	0.000	3.572	1.265
Savings Required to Balance Base Budget	0.000	0.000	(3.572)	(1.265)
Balanced Based Budget	0.000	0.000	0.000	(0.000)
Total Savings Requirement			(4.837)	

			Appendix	3
Middle Ground Scenario				
	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Income				
General Revenue Grant	(267.418)	(274.304)	(271.561)	(268.845)
Specific Revenue Grants	(30.481)	(30.889)	(30.307)	(30.307)
Total Grants	(297.899)	(305.193)	(301.868)	(299.152)
Contribution from Reserves	(1.332)	(0.158)	(0.306)	0.000
Precept	(59.259)	(61.972)	(64.451)	(66.384)
Collection Fund (Surplus) / Deficit	0.556	0.000	0.000	0.000
Total Income	(357.934)	(367.323)	(366.625)	(365.536)
Total Expenditure	357.934	367.323	376.240	372.408
Base Budget Deficit / (Surplus)	0.000	0.000	9.615	6.872
Savings Required to Balance Base Budget	0.000	0.000	(9.615)	(6.872)
Balanced Based Budget	0.000	0.000	0.000	(0.000)
Total Savings Requirement			(16.487)	

			Appendix 4	
Pessimistic Scenario				
	2009/10	2010/11	2011/12	2012/13
	£m	£m	£m	£m
Income				
General Revenue Grant	(267.418)	(274.304)	(267.446)	(260.760)
Specific Revenue Grants	(30.481)	(30.889)	(29.307)	(29.307)
Total Grants	(297.899)	(305.193)	(296.753)	(290.067)
Contribution from Reserves	(1.332)	(0.373)	(0.307)	0.000
Precept	(59.259)	(61.379)	(63.221)	(65.118)
Collection Fund (Surplus) / Deficit	0.556	0.000	0.000	0.000
Total Income	(357.934)	(366.945)	(360.281)	(355.185)
Total Expenditure	357.934	367.323	376.785	368.411
Base Budget Deficit / (Surplus)	0.000	0.378	16.504	13.226
Savings Required to Balance Base Budget	0.000	(0.378)	(16.504)	(13.226)
Balanced Based Budget	0.000	(0.000)	(0.000)	0.000
Total Savings Requirement			(30.108)	



To: The Chairperson and Members
of the Resources and Strategy Committee

Meeting: 17th December 2009

Report of the Temporary Chief Constable

Police Community Support and Traffic Officers (PCS&TOs) – Fixed Term and Permanent Contracts

1. Purpose

The purpose of this report is to provide Members with an analysis of PCS&TO permanent and fixed term contracts.

2. Recommendations

That the Committee recommends that the Police Authority :-

- a) Agree to retain the use of fixed term contracts for PCS&TOs, keeping that use under periodic review; and
- b) agree that six-monthly reports on the current employment status of PCS&TOs be submitted to this Committee.

3. Background

- 3.1 At the meeting of the Performance Scrutiny and Review Committee on 22nd October 2009, Members considered a report on retention rates for PCS&TOs and Probationer Constables over the last two years. The Committee requested that the temporary Chief Constable report to a future meeting of the Resources and Strategy Committee providing an analysis of the profile of the permanent and fixed term contracts of PCS&TOs which would precede the necessary discussions and decisions ahead of formulating the 2010/11 budget and medium term Financial Strategy.

- 3.2 Police Community Support and Traffic Officers (PCS&TO) were introduced

into Merseyside Police in 2003. Since the increase in the Neighbourhood Policing Fund, uplifted in 2006, and 2007, the Force has worked to an establishment figure of 466 PCS&TO. They are deployed within the six BCUs across the Force, to fulfil the following functions;

- ñ Undertake public facing duties in uniform
- ñ Visible in the communities on foot or cycle patrol
- ñ Deal with anti-social behaviour, low level crime and incidents, and quality of life issues
- ñ Support and improve service to victims and vulnerable people
- ñ Conduct engagement and problem solving activity.

3.3 The role that is undertaken by the officers is key to neighbourhood policing and has attracted wide-scale public support. The excellent results achieved by the Force in recent confidence surveys during 2009/10 arise from a customer focussed approach across all levels of the organisation. The work of PCS&TO in engaging Merseyside's communities at a local level has contributed significantly to those results.

3.4 In addition, when gauging delivery against the promises contained within the Policing Pledge, the role of the PCS&TO within Neighbourhood Policing Teams is key to delivering against those promises. The role has become embedded in the delivery of the Force Neighbourhood policing model.

3.5 The funding model for PCS&TOs is through a specific, ring fenced, annual grant from the Home Office, which encourages local contributions from partners. Current funding concerns focus on the difficulties caused by national financial conditions, which might have an impact on specific grants such as the PCS&TO grant.

3.6 Individual PCS&TOs are recruited as Grade C, with shift allowance, a rate of pay roughly equivalent to that of a police constable on appointment.

3.7 The consideration by members at Performance Scrutiny Committee raised the following questions;

- ñ How many are on permanent contracts
- ñ How many are on fixed term contracts
- ñ In relation to the fixed term, a breakdown of numbers against service
- ñ How the PCSTO are currently funded
- ñ How the permanent PCSTO would be dealt with if all funding was withdrawn, and
- ñ The risk to the Authority in making them all permanent

3.8 The profile of the existing PCS&TO establishment is as follows:

Number currently employed	451
Number of permanent contracts	185
Number on fixed term contracts	266

3.9 The 185 permanent contracts is 6 fewer than that contained within the 2009/10 budget report, i.e. a net reduction of 6 as at the production of this report.

3.10 Of those on the fixed term contracts, the breakdown of length of service is as follows;

Less than 1 year	51
1-2 years	67
2 years or more	148

3.11 The figure of 148 can be further subdivided into when they reach four years service and move onto permanent contracts;

December 2010	38
February 2011	47
April 2011	63

3.12 Turnover rates show a strong correlation to recruitment into the Force. Typically, a PCS&TO serves for just over 2 years; the predominant reason for leaving is to join Merseyside Police. From 1 April 2007 to 31 March 2009, 203 PCS&TOs were recruited and 151 (74%) were recorded as having left; however, 93 (61.6%) became police probationers within Merseyside Police. The numbers of PCS&TOs leaving the organisation between 2007-09 are shown at Appendix 1.

3.13 Furthermore, Members will be aware that an in-depth leaver's survey is conducted with PCS&TO leaving the organisation. In 2008-09, no leaver cited pay and conditions as their reason for leaving the Force. Appendix 2 shows the reasons for leaving the organisation cited by the leavers between 2007 and 2009.

3.14 Funding has been the key issue of concern since the inception of PCS&TOs in 2003. A review of all available PCS&TO reports since 2003 shows this to be a common feature in every report. Both the Force and the Authority has long been aware of the risk posed by the uncertainty surrounding PCS&TO funding.

3.15 An example is the Authority internal audit report on PCS&TO dated 24th November 2008, which notes at paragraph 4.2 that ' there is considered to

be a significant risk in terms of the future funding of PCS&TO'. The risk has been mitigated, to a limited extent, by funding from partner authorities. Contributions have varied since the introduction of PCS&TO.

- 3.16 Members will recall that this issue PCS&TO funding was discussed at the Police Authority Awayday on 20th November 2009.
- 3.17 In 2009/10, the PCS&TO budget was £13.7 m. Members will be aware that the Home Office contributes £9.6 m through central grant, with the remainder being found through the Authority budget, the Authority PCSO reserve and partner funding.
- 3.18 A PCS&TO reserve resulted from the retention of grant monies that were not fully utilised due to the recruitment and profiling of PCS&TOs. This reserve has helped smooth out the impact of the tapering of Home Office grant and reductions in partnership funding. In 2009/10 it is planned to utilise £1.634m of the reserve to support the PCS&TO's budget. It is envisaged that the reserve will also be used in 2010/11 and 2011/12 to support the PCS&TOs. A detailed update on the financial position of PCS&TOs and the planned utilisation of the reserve is provided elsewhere on this agenda.

4. Fixed Term Contracts

- 4.1 From 2003, due to the uncertainty described earlier in this report, new PCS&TOs appointed to the organisation have been offered fixed term contracts on entry, converting to permanent contracts after four years. The uncertainty hampered recruitment in the early years, and it is only since 2007 that recruitment has increased from an establishment of 191 PCS&TOs to the current level of the budgeted 466 staff (currently 451).
- 4.2 The consideration underpinning the use of the fixed term contracts was to retain options for the Authority should Home Office grant funding be withdrawn. This is on the basis that the number of officers on permanent contracts was of a size that could be absorbed into general police establishment vacancies. It must be stressed, however, that even when employed under fixed term contracts, employment rights are accrued as contained within paragraph 4.3 below.
- 4.3 Fixed term employees have the following rights, as governed by the Fixed Term Employees (Prevention of less favourable treatment) Regulations 2002, and 2008:-

- ñ Not to be treated less favourably than a comparable permanent employee with regards to terms and conditions of employment;

- ñ To be informed of suitable permanent vacancies in the organisation;
- ñ To have their contracts automatically converted to permanent contracts after 4 years;
- ñ The right not to be selected for redundancy or be unfairly dismissed if the principal reason for selection was because they were a fixed term employee;
- ñ The right to claim for unfair dismissal where the period of continuous employment exceeds one year; and
- ñ The right to a redundancy payment where the period of continuous employment is two years or more.

4.4 Applying this into the PCS&TO situation, they are employed on the same terms and conditions of employment. There is a contractual clause which prevents PCS&TOs from applying to be police officers within their first 12 months of service, which is in place to ensure a return on the investment in training.

4.5 As can be seen from the figures at 3.7, 185 PCS&TO have now been given permanent contracts. This number has tended to remain stable due broadly to an equalisation of PCS&TOs achieving permanent contract and the number of permanent PCS&TOs leaving, either to join the Force or move on to another job.

4.6 A key issue to note is that the expiration and non –renewal of a fixed term contract is a dismissal. The non-renewal must be shown to have a fair reason and follow a fair procedure. Employers must follow a set procedure, within timescales, to avoid claims of unfair dismissal. Any redundancy payments which might follow would be limited due to length of service of the individuals with the organisation.

5. Financial and Staffing Implications

5.1 The Authority has made substantial provision to support the continuation of PCS&TO deployment for the next three financial years.

5.2 Should the Home Office grant or partnership funding be withdrawn then the Authority would need to re-appraise the situation in light of the financial and operational challenges facing the Authority at the time.

6. Risk Assessment

- 6.1 In respect of fixed term contracts, the available evidence in the statistics surrounding staff on fixed term contracts suggests that they have a limited impact on rates of retention within the organisation. This may be due to the current environment, levels of pay, supporting benefits available through the organisation and the perception among PCS&TOs that the role is seen as a stepping-stone towards becoming a police officer.
- 6.2 The risk to the Authority from converting all PCS&TO posts into permanent posts is that it would lock in the establishment figure at a minimum of 466 at this time and this would reduce the options available to the Authority should the financial position seriously deteriorate.

7. Equality and Diversity Impact Assessment

- 7.1 There are no specific equality and diversity issues raised by the report. The PCS&TO workforce is nearly equally divided on gender grounds.
- 7.2 Application to both PCS&TO and to Merseyside Police is open to all persons from all backgrounds, subject to medical assessment and vetting procedures.

8. Environmental Impact Assessment

There are no environmental issues associated with this report.

9. Conclusions

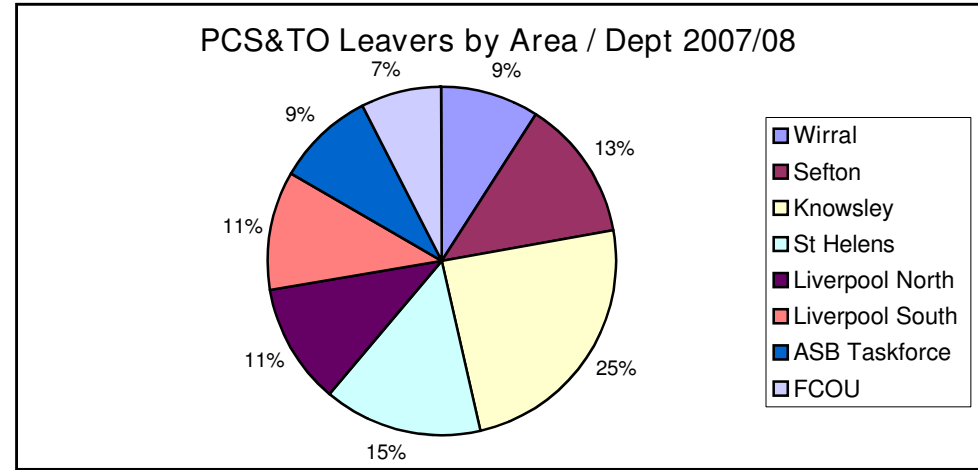
- 9.1 PCS&TOs are an integral part of the neighbourhood policing model, delivering confidence into local communities and enabling the Force to meet its commitments described in the Policing Pledge.
- 9.2 The Force has a surplus of applicants, although all applicants are made aware of the fixed term issue. The use of fixed term contracts has not led to high levels of turnover and the more significant factor is the prospect of career development through attaining the role of police officer. In the circumstances, it is recommended that the Force retain the use of fixed term contracts for PCS&TO.

Bernard Lawson
Temporary Chief Constable

Contact: Colin Matthews, ACC People Development
Telephone: 0151 777 8315
Background Papers: None

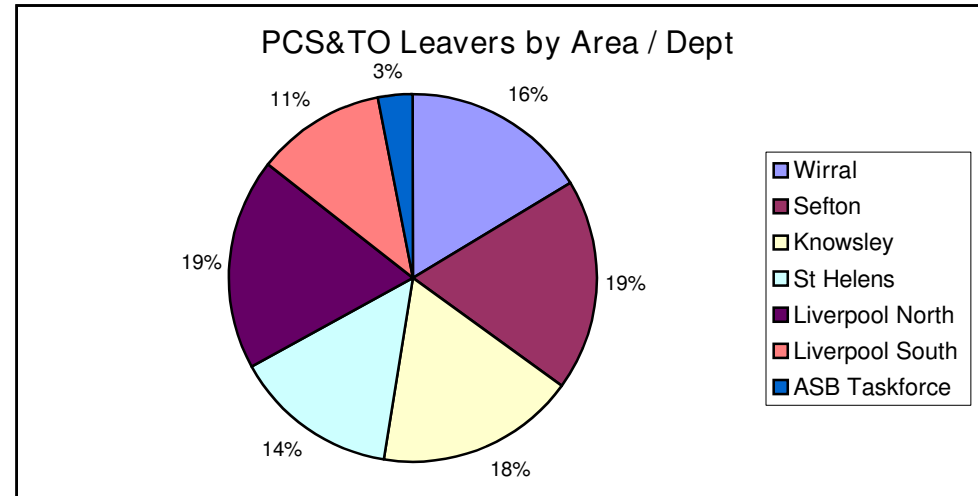
PCS&TO Leaver rate 2007/2008

	PCS&TO Leaver Establishment	Leaver Rate
Wirral	5	74 6.8%
Sefton	7	68 10.3%
Knowsley	13	66 19.7%
St Helens	8	71 11.3%
Liverpool North	6	68 8.8%
Liverpool South	6	49 12.2%
ASB Taskforce	5	13 38.5%
FCOU	4	8 50.0%
Force Total	54	417 12.9%



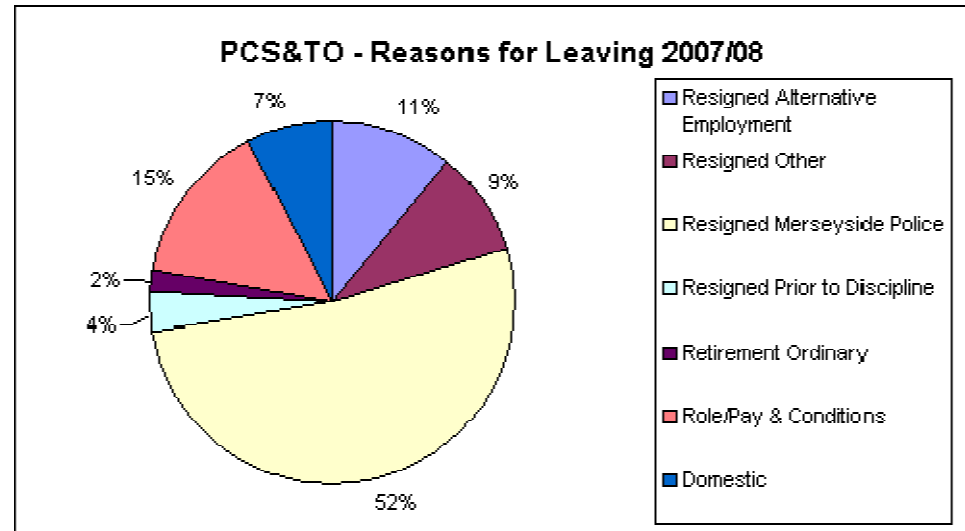
PCS&TO Leaver rate 2008/2009

	PCS&TO Leaver Establishment	Leaver Rate (%)
Wirral	16	80 20.0%
Sefton	18	72 25.0%
Knowsley	17	74 23.0%
St Helens	14	79 17.7%
Liverpool North	18	67 26.9%
Liverpool South	11	50 22.0%
ASB Taskforce	3	23 13.0%
Force Total	97	445 21.8%



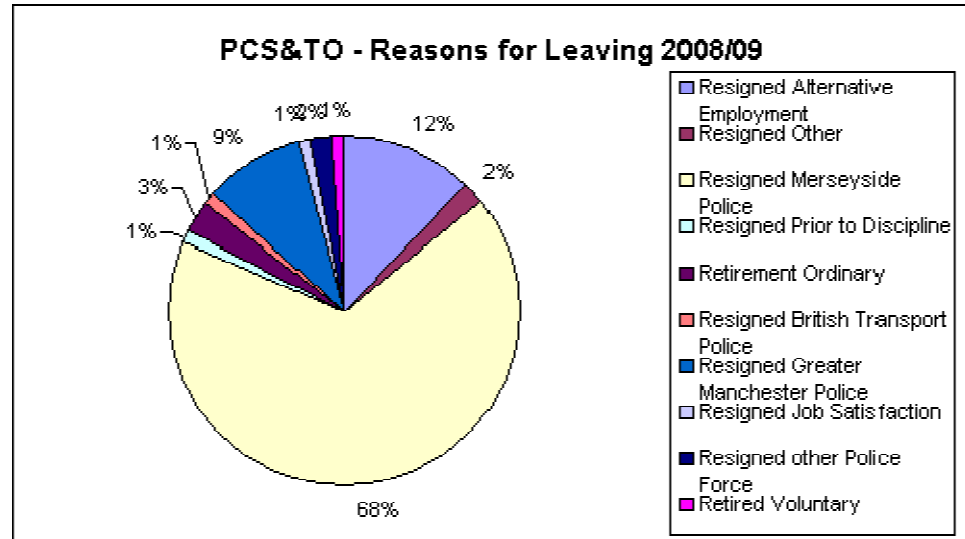
PCS&TO Reasons for Leaving 2007/08

Resigned Alternative Employment	6	11%
Resigned Other	5	9%
Resigned Merseyside Police	28	52%
Resigned Prior to Discipline	2	4%
Retirement Ordinary	1	2%
Role/Pay & Conditions	8	15%
Domestic	4	7%
Total	54	



PCS&TO Reasons for Leaving 2008/09

Resigned Alternative Employment	12	12%
Resigned Other	2	2%
Resigned Merseyside Police	65	66%
Resigned Prior to Discipline	1	1%
Retirement Ordinary	3	3%
Resigned British Transport Police	1	1%
Resigned Greater Manchester Police	9	9%
Resigned Job Satisfaction	1	1%
Resigned other Police Force	2	2%
Retired Voluntary	1	1%
Total	97	





To: The Chairperson and Members
of the Resources and Strategy Committee

Meeting: 17th December 2009

Report of the Temporary Chief Constable

Additionally Funded Police Services

1. Purpose

The purpose of this report is to update Members on the current funding arrangements for additional police services.

2. Recommendation

That the Police Authority agrees that a further report be submitted to the Resources and Strategy Committee in April 2010 to inform Members of the outcome of negotiations regarding the continuation of funding of schemes and all funding streams in 2010/11.

3. Background

- 3.1 It has previously been agreed that all funding schemes for additional policing services be kept under regular review and that update reports be submitted to the Authority. Members will recall that a report on all funding streams was considered at the last meeting of this Committee on 5th November 2009. An update report in respect of additionally funded schemes was last considered by the Resources and Strategy Committee at its meeting on 30th July 2009. This report provides an update on current schemes to the end of the financial year 2009/10.
- 3.2 The principles by which additional policing services can be provided are now well established. Under such schemes the Chief Constable retains direction and control of any police officers funded by external sources.
- 3.3 The day-to-day responsibility for oversight of all schemes lies with the Assistant Chief Constable (Area Operations). The Director of Resources, in consultation with the Chief Executive/Treasurer, ensures that all financial auditing completed by the police area managing the scheme is accurate and conforms to a corporate standard for charging police officers.

- 3.4 Appendix A to this report summarises the present position in the Force in relation to the employment and deployment of additional police services. The appendix also contains details of externally funded police staff posts, which are included for the information of Members so as to give an overall position in relation to additional funding.
- 3.5 The table below gives a breakdown of costs by BCU/ police officer/ police staff at mid-point levels.

BCU/	Police Officer FTE	Police Officer Cost	Police Staff FTE	Police Staff Cost	Total FTE	Total Cost
Dept		£		£		£
Wirral	2.4	121,763	2.4	66,586	4.8	188,350
Sefton	3.5	177,999	1	17,816	4.5	195,816
Knowsley	5.95	259,420	0	0	5.95	259,420
St Helens	12.35	537,335	1.5	44,175	13.85	581,510
Liverpool North	28.55	1,225,460	1	31,046	29.55	1,256,506
Liverpool South	19.5	842,007	0	0	19.5	842,007
ASCU	5.3	299,536	36	859,763	41.3	1,159,299
Criminal Justice	3	123,297	26.5	533,728	29.5	657,025
ISB	2	97,079	0	0	2	97,079
Force Ops	1	41,099	0	0	1	41,099
Total	83.55	3,724,994	68.4	1,553,115	151.95	5,278,110

4. Additional Police Posts

- 4.1 All the current “additional police posts” are funded in line with the agreed level of charges, including those schemes which have been in existence for a period of over one financial year, which involve an increased levy being imposed to ensure that all costs, including pension contributions, are met.
- 4.2 In the unlikely event that all sources of funding should cease, officers externally funded could be absorbed back into the core establishment through flexibility afforded via the Force’s recruitment strategy. While no officers would therefore be required to leave the Force, any reduction in funding would inevitably reduce the total number of officers deployed by Merseyside Police. Further analysis of this risk is provided in section 7 below.

- 4.3 The table at Appendix B to this report gives details of all funding received, i.e. the 83.55 Full Time Equivalent (FTE) officers and the 68.4 (FTE) staff supplied to the roles. This appendix has been further expanded to illustrate the cost to the Force of supporting these posts at mid point should the funding cease. The establishment, as agreed in the budget, is adjusted upwards or downwards to take account of movements in externally funded posts. The effect of this on the budgeted establishment for 2009/10 is shown in the table below.

	Budgeted Police Officer Posts 2009/2010	Actual Police Officer Posts 2009/2010
Core Posts	4,479	4,479
Additionally funded posts	78	83.55
Budgeted Establishment	4,557	4,562.55

	Budgeted Police Staff Posts 2009/2010	Actual Police Staff Posts 2009/2010
Core Posts	2,685	2,685
Additionally funded posts	54	68.40
Budgeted Establishment	2,739	2,753.4

- 4.4 Funding for these additional officers (police officers and police staff) has now been formally agreed for all of the staff and consists of 83.55 (FTE) police officer posts and 68.4 (FTE) police staff posts.
- 4.5 Since the date of the last report the following changes have occurred to police officer posts leading to an increase of 1.8 (FTE) posts from 81.75 (July 2009) to 83.55 (November 2009):
- ñ There has been an increase in the amount of funding from Wirral for the Tackling Knives action Programme (0.45FTE to 0.9FTE),
 - ñ Notification of an additional Inspectors post (1FTE) funded through Liverpool City Council,
 - ñ An increase in schools officer funding (.35) from St Helens Area
 - ñ One post has moved portfolio from Liverpool North to Force Operations Department in line with the centralised responsibility for Football Operations.
- 4.6 Since the date of the last report the following changes have occurred to police staff posts leading to an increase of 5.5 (FTE) posts

- ñ Funding has been identified for a Grade H (1FTE) and Grade C (2FTE) for the Violent Offender Management Unit within Liverpool City Council.
- ñ An additional post for an analyst (1 FTE) has been secured by Citysafe funding.
- ñ An additional 2 Grade C roles (1.5 FTE) have been identified within the Road Safety unit.

4.7 Any reference to funding for additional PCS&TO funding has been removed from this report, as it is dealt with elsewhere.

5. Financial and Staffing Implications

5.1 The scheme of charges is designed to render the employment of additionally funded officers as broadly cost neutral, while at the same time improving operational capacity. The material issues are related more to the continuation and exit strategies as outlined in Section 7 below.

5.2 Appendix A details the scale of contributions made by local authorities and other bodies to enable the additional officers to be deployed throughout the county.

6. Equality and Diversity Impact Assessment

The nature and deployment of all officers provided under the terms of the scheme are compliant with the provisions of the Race Equality Scheme. The relevant personnel policies are subject to full impact assessment to ensure compliance with the six strands of diversity.

7. Risk Assessment

7.1 The risks associated with this scheme surround:

- (a) The potential loss of public contact and confidence should the officers not be provided as an additional resource; and
- (b) The potential impact on the overall “force establishment” and the commensurate costs should all funding cease.

7.2 Whilst unlikely, there is always the risk of a substantial amount of funding being withdrawn by the funding providers at the end of the financial year. This would amount to an effective loss of 151.95 Police Officers and Police Staff, whose roles would have to either be carried out by the current establishment, or not carried out at all. The cost of these officers at mid-scale is £5,278,110.

7.3 In all these instances the Force is satisfied that the scheme is currently well structured and managed, and has thereby mitigated both the above-mentioned risks. Appendix A to this report also outlines the exit strategy for each individual source of funding, to offset loss of or changes to the funding in the next financial year. Where this exit strategy includes a role being mainstreamed or a role being deleted and the role holder being absorbed into the BCU establishment, it is understood that this would have to be at no additional cost to the Force; the posts would be managed in line with the Force recruitment plan to ensure that establishment was not exceeded.

8. Environmental Impact Assessment

There are no environmental issues associated with this report.

9. Conclusion

This report updates Members of the current position in respect of external funding of additional police services. Regular reports will be provided to the Police Authority updating on the status of the scheme and the impact it is having for both performance and public confidence throughout the county.

Bernard Lawson
Temporary Chief Constable

Contact: Chief Inspector Ian Valentine, Area Support and Co-ordination Unit
Telephone: 0151 777 4193
Background Papers: None

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

AREA/DEPARTMENT

Wirral

Wirral Borough Council Behaviour Improvement Programme	£22,756 (Full year cost) 0.50 Con	Schools Officers	Part of national scheme to improve behaviour in schools & foster closer police/youth relationships. Based on full recovery of salary, NI, pension and on costs for 50% of 1 constable post Funding secured until March 2011.	Apr 2007	March 2011	Funding has been secured to the end of March 2011. This post was previously funded fully from the BCU budget. Should external funding be removed the BCU would wish to continue to provide this specific post and would reassess their existing core budgets to ensure continued delivery.
BCU Fund	£63,889 (Full year cost) 1.4 x E 0.82 x C	Wirral Crime & Disorder Reduction Partnership	1.4 analysts supporting partnership working in the Joint Community Safety Team; 0.82 researcher on Wirral Pier Project. Full costs of salary, NI and superannuation.	April 2006	March 2010	Funding has been secured for 2009/10. Should funding be discontinued the staff would be redeployed within Merseyside Police.
Tackling Knives Action Programme - TKAP	£60,000 0.9 Insp	Knife crime coordinator	0.9 of Inspector salary including pension and NI, to coordinate Force response to knife crime. Funding will not continue beyond 31 st March 2010.	Nov 2008	March 2010	Funding will not continue beyond 31 st March 2010. Officer will return to BCU to be absorbed within normal BCU funding arrangement.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Wirral Solutions (Multi Agency Group working with excluded pupils)	£53,895 (Full year cost) 1.00 Con	Schools Officers	Wirral Alternative Schools Programme (WASP) Based on full recovery of salary, NI, pension and on costs for 1 constable Funding secured until March 2011.	Apr 2008	March 2011	Funding has been secured to the end of March 2011. Should funding be discontinued in the future the officer will return to area and the additional post will be deleted.
--	---	------------------	--	----------	------------	---

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Sefton

Behaviour Improvement in Schools	£30,000 0.75 Con	Schools Officers	National scheme to improve behaviour in schools and foster closer relationships. Contribution of 75% towards salary, pension and NI costs of 1 constable	Jan 2005	Mar 2010	The Behaviour Improvement Programme funding has finished for this year. Negotiations have taken place re future funding and it has been agreed that the BCU will receive funding of £30k per annum for the next two financial years. The BCU has asked for formal approval in writing.
BCU Fund	£157,396 (£144,288 officer posts) Made up by: 0.75 Insp. £46,725 1 Sgt. £52,432 1.0 Con £45,131 Admin £13,108	Persistent Prolific Offender Scheme	This scheme has replaced Operation TOWER with Drug Action Team (DAT) and Drugs Intervention Programme (DIP) taking over the treatment side. 3 Constables will be mainstreamed from TOWER to PPO scheme and funding has been sought for a Sergeant and a Constable plus a clerical officer. Part funding for an Inspector has been obtained	April 2006	Mar 2010	Funding has now been agreed for 2009/10.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Knowsley

BCU Fund	£79,159 2.00 Cons	ASBU	Two Constables located in the Anti social behaviour unit to deal with ASB/ ABCs and ASBOs, actual costs re-claimed.	Mar 2008	Apr 2010	Funding has now been agreed for 2009/10.
Drugs Intervention Programme (DIP)	£38,306 0.95 Cons	D.I.P.	Based on full cost recovery of salary NI pension and on costs for 0.95 FTE Constable.	Apr 2005	Mar 2010	Funding has now been agreed for 2009/10. The BCU has not had notice of any withdrawal of funding and is confident funding streams will be sustained. If that is not the case the BCU will seek other funding opportunities or review posts with a view to paying for role from mainstream budget. Failing that the post will be deleted and the officer returned to other duties within the BCU.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Knowsley CDRP	£52,866 1.00 Sgt	Prolific Offender Unit	Sergeant Co-ordinator of Prolific Offender Unit, actual costs, including pension re-claimed.	Mar 2006	Mar 2010	Funding has now been agreed for 2009/10. The BCU has not had notice of any withdrawal of funding and is confident funding will be continued. Role to be reviewed each year. If role of benefit further funding will be sought or BCU will review posts with a view to paying for role from mainstream budget. Failing that, the post will be deleted and the officer returned to other duties within the BCU.
Knowsley CDRP	£42,562 1.00 Con	Schools Officer	Constable School Liaison Officer, actual costs re-claimed.	Apr 2008	Mar 2010	Funding has now been agreed for 2009/10. Role to be reviewed after one year to assess benefit.
Knowsley MBC	£42,562 1.00 Con	Police in Schools	50% funding for 2 constables, actual costs re-claimed	Apr 2007	Mar 2010	Funding has now been agreed for 2009/10. Role to be reviewed after one year to assess benefit.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

<u>St Helens</u>						
Area Based Grant	£305,000	Neighbourhood Action Team	1 Sgt. & 6 Constable's salary, NI, pension & on costs.	April 2009	March 2011	Funding is confirmed for 2009/10 as £305K. The BCU has also received confirmation that funding of £312,000 is to be allocated for 2010/11. If funding is not continued for 2012 onwards, the posts would be deleted and the officers absorbed into the BCU establishment.
	1 Sgt					
	6.00 Cons					
Dedicated Schools Officer Scheme	£95,837	PDO	Contribution to the cost of 2.35 constables from 4 clusters of schools in the St. Helens area including salary, pension, NI and on costs	Sept 08	Aug. 2009	Awaiting receipt of signed agreements from all 12 schools. 1 cluster of Schools not signed up to agreement yet, this will reduce income to £68k. Area Partnership Development Officer lead on this funding. Without future funding the Schools Officers would be retained but probably be reduced in number.
	2.35 Cons					

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

CDRP	£13,200	Citizen Focus Unit	50% funding for cost of grade D police staff, Volunteers Coordinator.	April 09	March 2010	Funding confirmed by St. Helens CDRP. Reviewed annually.
CDRP	£27,500	PDO	100% funding for cost of grade E police staff Partnership Analyst	April 09	March 2010	Ditto.
BCU Fund	£130,187 1.0 Sgt 2.00 Cons	Area Hawk Team	Based on full cost recovery for 1 sergeant and 2 constables including salary, pension, NI and associated costs.	Apr 2009	Mar 2010	BCU fund grant has now been confirmed for 2009/10.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Liverpool North

Liverpool City Council Community safety/ BCU fund	£126,000 1 Sgt 1.75 Cons	PPO Team	Contribution to salaries, inc pension for 1 Sergeant & 4 Constables and the CRASBO/DIP officer (1 police staff Salary costs, NI, on costs only.) Other 2.25 posts provided by BCU	2001	Mar 2010	Funding for this activity is planned has now been secured for 2009/10. The unit consists of 1 Sergeant and 6 constables in the PPO team supported by a shared CRASBO/DIP officer and Analyst with Liverpool South. Without future funding, the team would probably be retained although at a reduced size. Officers would be absorbed into the BCU establishment with appropriate adjustments to recruiting plans.
Liverpool City Council Community Safety	£71,195 0.50 Sgts 1.00 Con	Liverpool Anti-Social Behaviour Unit (LASBU)	1 Sgt 50% costs 1 Constable 100% costs Contribution towards salary, NI, pension and on costs	Aug 2004	Mar 2010	Funding confirmed for 2009/2010 If funding ceases posts would be deleted and role reviewed with a view to embedding into mainstream neighbourhood activity.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Liverpool City Council Education Authority	£53,636 1.00 Con	Truancy Team	Requirement under Crime and Disorder Act. Based on full cost recovery for salary, pension, NI and on costs.	Sept 2002	Mar 2010	<p>Funding confirmed for 2009/2010</p> <p>The officer acts as team leader for the Truancy Team and the Local Authority has recently purchased a vehicle for the team, indicating their desire to continue this role.</p> <p>If funding were to cease, post would be deleted and officer absorbed into BCU establishment with appropriate adjustments to recruiting plans.</p>
--	-------------------------	--------------	---	-----------	----------	---

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Liverpool City Council	£499,534 10.00 Cons	Gold Zone	Based on full cost recovery of salary, pension NI and on costs of 10 constables within the Goldzone team which is in total, 1 x Sgt and 12 Constables.	1999	Mar 2010	<p>This continuing contract has been agreed.</p> <p>It is not anticipated that funding will cease, and will be increased according to inflation, as per previous agreement.</p> <p>The contract is always subject to a 3-month notice period only.</p> <p>If this notice period were to be invoked the BCU would provide a reduced service in the Gold Zone areas, as part of core neighbourhood policing.</p> <p>Officers could be absorbed into core establishment and recruiting plans would be adjusted accordingly.</p>
Liverpool University	£33,698 0.80 Con	University Liaison & Support	0.8 x Constable Contribution to salary costs, NI, pension and on costs.	2002	Mar 2010	<p>Funding has now been agreed for 2009/10.</p> <p>If funding ceases post would be deleted and officer would be absorbed into BCU establishment. University would receive service in line with calls for service and BCU priorities.</p>

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Kensington Regeneration	£134,719 1.0 Sgt 2.00 Cons	Kensington New Deal (KND) Police on Beat Team	Based on full cost recovery of salary NI, pension and on costs for 1 Sergeant and 4 Constables	Dec 2000	Mar 2010	Funding confirmed for 2009/2010 with a reduction of two posts from the externally funded officers.
Cobalt Housing (social landlord)	£46,970 1.00 Con	Anti Social Behaviour Enforcement Officer	Based on full cost recovery for 1 Constable's salary, pension, NI & on costs.	Sept 2005	Mar 2010	Funding confirmed for 2009/2010 If funding ceases then post will be deleted and officer absorbed into the BCU establishment.
Department for Constitutional Affairs Previously managed by Corporate Criminal Justice Unit	£328,754 1.0 Sgts 5.00 Cons	Proactive Security Force for North Liverpool <u>Police Staff posts (for info)</u> Proactive Security Force	Based on full cost recovery of 1 Sergeant + 5 Constables Community Justice Centre Full recovery of Salary, NI, pension and on costs. 4 CSOs (currently 1 in post)	Sept 2005	Mar 2010	Funding confirmed for 2009/2010 If funding is not continued/reduced, posts would be deleted and staff absorbed into BCU/Force establishments. CJC would receive service in line with calls for service and BCU priorities.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Dedicated Schools Officer Scheme	£120,584 2.50 Cons	Dedicated Schools Officer Scheme	50% funding of salaries, pension and on costs for 5 Constables	Sept 2006	Mar 2010	Funding confirmed for 2009/2010. Should funding cease, function will remain with BCU. Central Government view as mainstream policing role. The schools would receive a police service commensurate with calls for service and Area priorities.
Liverpool City Safe Analyst	£32,946 1 Grade E	Liverpool North OIU	Funding for 1 Grade E Salary	April 09	March 10	Funding confirmed for 2009/2010. Should funding cease the role holder would revert to the substantive post of Analyst within Liverpool North BCU.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Liverpool South

John Lennon Airport	£40,490 1.00 Con	Airport Liaison Officers	Contribution towards the post of one inspector	Apr 2002	Mar 2010	Funding confirmed and raised to £40,000
Home Office	£507,600 1 Sgt and 8.00 Cons.	Liverpool John Lennon Airport	Salaries, pensions, Ni and on costs for 1 Sergeant and 6 Constables	Sept 2008	Mar 2011	Funding is secured until March 2011. Should funding cease the role will be embedded into mainstream neighbourhood activity.
Home Office	£114,500 2.00 Cons.	Manpads (Liverpool John Lennon Airport)	Salaries, pensions, NI and on costs for 2 constables	Jul 2008	Mar 2011	Funding is secured until March 2011. Should funding cease the role will be embedded into mainstream neighbourhood activity.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

John Moores University	£47,750 1.00 Con	University Liaison Officer	Based on full cost recovery of 1 Constable's Salary, pension, NI and on costs.	Dec 2004	Mar 2010	Funding confirmed for 2009-10. Longer term, should that funding cease the role will be embedded into mainstream neighbourhood activity. The University would receive a police service commensurate with calls for service and Area priorities.
Trading Standards	£40,129 1.00 con	Trading Standards - Secondment	Contribution towards 1 Constable's Salary, pension, NI and on costs.	Oct 2008	Mar 2010	A service level agreement has been completed. The Trading Standards funding is to be reviewed annually.
Liverpool City Council Community safety/BCU fund	£63,000 1.00 Cons	PPO Team	Based on full cost recovery of salary, pension, NI and on costs for one constable	Apr 1998	Mar 2010	Funding confirmed for 2009-10. If funding ceased the PPO Unit would be reviewed. This would also impact the use of the BCU Fund grant money as set out in the Liverpool North section of this appendix. The unit consists presently of 1 Sergeant and 6 constables supported by a shared Analyst with Liverpool North.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Dedicated Schools Officer Scheme	£125,000 2.50 Cons	Dedicated Schools Officer Scheme	50% funding of salaries, NI, pension and on costs for 5 Constables.	April 2007	Mar 2010	Funding confirmed for 2009-10. The provision of schools officers is within the core budget plan for 2009/10 and any change to external funding and the ongoing provision of this resource will be assessed in that context.
Primary Care Trust	£39,220 1.00 Con	Cracms	Based on full cost recovery of salary including pension, NI and on costs for 1 Constable	Oct 2008	Mar 2010	Funding confirmed for 2009-10. Should funding cease the role will be embedded into mainstream neighbourhood activity.
Neighbourhood Crime and Justice Co-ordinator	£50,000 1 Inspector	Citysafe – Liverpool City Council	Costs of 1 Inspector	April 2009	March 2010	The role holder is implementing 'Engaging Communities in Fighting Crime' report on behalf of Citysafe. Should funding cease, the role holder would revert back to a substantive role within Merseyside police and the work would be undertaken by the Partnership Development Officer.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Area Support & Co-ordination Unit

Merseytravel Liaison	£49,620 1.00 Sgt	ASCU Crime Reduction Travelsafe Co-ordinator Sergeant	Contribution towards Salary, pension, NI and on costs	April 2008	Mar 2010	Funding for 2009/10 was secured as follows: - <ul style="list-style-type: none"> ◦ Merseytravel - 50% ◦ Arriva Bus Company – 25% ◦ Stagecoach Bus Company – 25% In the event of funding being withdrawn then the post would be reviewed with intent to be absorbed into mainstream Force budget.
Home Office – Crime Reduction & Community Safety Group	£200,000 1.0 Insp 1.8 Cons 1 Grade H 2 Grade C	Liverpool Violent Offender Management Unit Lead Inspector	100% funding of salary costs including pension NI and on costs	Oct 2008	Mar 2010	Funding confirmed until March 2010. Should funding cease from Home Office, undertaking given by Liverpool Local Authority to fund post 100%. Currently the allocated funds do not match the salary costs, however there is a significant under spend £100,000plus that is being utilised to backfill the salary requirements of about £45,000 per annum

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Drugs Intervention Programme Strategic Police Leads	£51,650 0.50 Supt	ASCU Head of Crime Reduction	Contributes 50% towards salary, pension NI and on-costs.	April 2007	Mar 2010	Funding for 2009/10 has been confirmed. Should funding cease the post would be unbudgeted and a decision would have to be made regarding future funding.
Home Office Drug Interventions Programme	£44,025 1.00 Sgt £1,021,174 33 Grade C	Drug testing on Charge – Project Manager Up to 33 Grade C + shift	1 Sergeant <u>Police Staff posts (for info)</u> 31 Drug Testers and 2 Project Assistants Total funding for 2009/10 is £1,065,199 including running costs. Grant has not increased with inflation for the past 2 years	Aug 2002	March 2010	Funding has now been confirmed for 2009/10 at the same level as currently. Given that there has been no inflationary increase for last two years, has resulted in a reduction of one post in 2009/10, to be carried by the custody suite carrying out the least drug tests per drug tester.

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

Corporate Criminal Justice

Road Safety Partnership (for which Liverpool City Council is treasurer)	£127,686 2.00 Cons £1,000,000 2x grade D 1.5 Grade C 13x grade B 10x grade A	Camera Enforcement Officer in Central Ticket Office 2 Grade D. 12 Grade B. 10 Grade AA. (1 Grade B in Photographic)	2 Constable full salaries cost including pension, NI and on costs. <u>Police Staff posts (for info)</u> Roles related to management, maintenance of cameras and processing of FPNs Total funding for 09/10 incl. running costs circ £1M	Aug 2005	Mar 2010	Funding confirmed for 2009/10. Should funding cease, Constables would be posted elsewhere and the posts would be deleted with relevant adjustments to recruitment. Permanent police staff would be redeployed to other posts or resume their existing substantive roles elsewhere in the organisation.
---	--	---	--	----------	----------	--

Source of Funding	Funding Allocated	Unit	What Funding Pays For	Start Date	End Date	Exit Strategy
-------------------	-------------------	------	-----------------------	------------	----------	---------------

APPENDIX A – EXTERNALLY FUNDED POLICE POSTS 2009/10

ISB

ISB PREVENT Programme	£129,800 1.0 Sgt 1.0 Con	ASCU Committee for Terrorism & Allied Matters	1 x Sgt & 1x Con - costs include salary, pension NI and related on costs	April 2008	Mar 2011	The funding is for 3 years from April 08. The Force has to claim on a quarterly basis and will only get reimbursed for actual costs incurred. In the event of funding being withdrawn then the posts would be reviewed with intent to be absorbed into mainstream Force budget.
-----------------------	------------------------------------	---	--	------------	----------	---

65

Force Operations Department

Home Office Previously, Liverpool North Area.	£37,989 1.00 Con	Football Banning Order Officer	HO provided funding based on meeting target number of banning orders. (15 p.a.) This funding is then utilised to pay for constable's salary, pension, NI & on costs	Feb 2005	April 2010	Funding confirmed for 2009/2010 This funding agreement is reviewed annually and funding is based on results achieved. The funding cannot be secured until the end of the football season and subject to the targets being met.
---	-------------------------	--------------------------------	---	----------	------------	--

Additionally Funded Police Posts at 121109

	Funding Allocated by	FTE Actual				FTE Actual							Cost at mid-scale	
		Supt	Insp	Sgt	Con	H	E	D	PCSO	C	B	A		
Wirral														
Behaviour Improvement	£22,756				0.50								£20,550	
Safer Schools	£53,895				1.00								£41,099	
TKAP Co-ordinator	£60,000		0.90										£60,115	
BCU Fund	£63,889						1.40			1.00			£66,586	
Sefton														
Behaviour Improvement	£30,000				0.75								£30,824	
BCU Fund PPO - police officer	£144,288		0.75	1.00	1.00								£147,175	
BCU Fund PPO - police staff	£13,108											1.00	£17,817	
Knowsley														
BCU Fund ASBU	£79,159				2.00								£82,198	
DIP	£38,306				0.95								£39,044	
Prolific Offender Unit	£52,866			1.00									£55,980	
Schools Liaison	£42,562				1.00								£41,099	
MBC Schools	£42,562				1.00								£41,099	
St Helens														
N/hood Action Team	£305,000			1.00	6.00								£302,574	
Schools Liaison	£95,837				2.35								£96,583	
BCU Fund - Hawk Team	£130,167			1.00	2.00								£138,178	
CDRP funding	£40,700						1.00	0.50					£44,175	
Liverpool North														
BCU Fund - PPO Scheme	£126,000			1.00	1.75								£127,903	
LASBU	£71,195			0.50	1.00								£69,089	
Truancy Team	£53,636				1.00								£41,099	
Gold Zone	£499,534				10.00								£410,990	
University Liaison	£33,698				0.80								£32,879	
Kensington New Deal	£134,719			1.00	2.00								£138,178	
Cobalt Housing	£46,970				1.00								£41,099	
Proactive Security Force - officer	£328,754			1.00	5.00								£261,475	
Dedicated Schools offs	£120,584				2.50								£102,748	
CitySafe Analyst	£32,946						1.00						£31,046	
Liverpool South														
JLA	£40,490				1.00								£41,099	
John Moores Liaison	£47,750				1.00								£41,099	
Trading Standards	£40,129				1.00								£41,099	
BCU Fund PPO scheme	£63,000				1.00								£41,099	
Dedicated Schools offs	£125,000				2.50								£102,748	
Airport n'hood	£507,600			1.00	8.00								£384,772	
Manpads	£114,500				2.00								£82,198	
Cracms	£39,220				1.00								£41,099	
Crime and Justice Co-ord	£50,000		1.00										£66,794	
ASCU														
Merseytravel liaison	£49,620				1.00								£55,980	
Strategic Police Leads - officer	£51,650	0.50											£46,804	
Drug testing on charge - officer	£44,025			1.00									£55,980	
Drug testing on charge - staff	£1,021,174								33.00				£763,026	
Offender Mgt	£104,805		1.00		1.80								£140,772	
Offender Mgt - staff	£95,195					1.00			2.00				£96,737	
Criminal Justice														
Road Safety - officers	£127,686				3.00								£123,297	
Road Safety - staff	£1,000,000						2.00		1.50	13.00	10.00		£533,728	
ISB														
ISB Prevent	£129,800			1.00	1.00								£97,079	
Force Ops														
Football Banning Offs	£37,989				1.00								£41,099	
Total		0.50	3.65	11.50	67.90	1.00	3.40	2.50	-	37.50	13.00	11.00	Total	
Police Officer funding	£4,118,698												Cost to Force to fund	£3,724,994
Police Staff funding	£2,234,066												police officer & staff posts	£1,553,115
FTE Police Officers supplied	83.55												midpoint if funding ceased	
FTE Police Staff supplied	68.40													£5,278,110



To: The Chairperson and Members
of the Resources and Strategy Committee

Meeting: 17th December 2009

Report of the Chief Constable

Implementation of E-Tendering

1. Purpose of Report

- 1.1 The purpose of this report is to seek Members' approval for the implementation of an e-tendering solution to replace the current manual tender processes. The solution is called ProContract and the service provider is Due North Ltd.
- 1.2 This report also seeks approval of amendments to Contract Standing Orders to facilitate the use of e-tendering.

2. Recommendations

The Committee recommends the Police Authority to approve:

- a) the implementation of ProContract e-tendering as an electronic means of carrying out Merseyside Police Authority tendering processes to replace the current manual processes; and
- b) the required changes to Merseyside Police Authority Contract Standing Orders to facilitate the use of e-tendering.

3. Background

- 3.1 An e-procurement project was launched in 2002, the aim of which was to implement common e-procurement solutions across the wider emergency services community to achieve common goals: -
 - ñ To promote collaboration, raise awareness of existing contracts and to encourage participation in them.
 - ñ Streamline the procurement process, making it easier for suppliers to conduct business with the Force.
 - ñ Improve contract compliance.

- ñ Reduce overheads and costs, and improve procurement efficiency.
- ñ Adopt common procurement systems, procedures and documentation.
- ñ Meet government targets set out for business.

3.2 Some of the key external drivers for change are as follows: -

- ñ Glover Report – 2008 – (Accelerating the SME (small management enterprises) Economic Engine: - through transparent, simple and strategic procurement – one of the recommendations of this report is that all tender documents should be issued electronically by 2010.
- ñ ACPO National Procurement Strategy 2008 – As part of the e-procurement project, the Bluelight Steering Group (National Procurement Team for police) is tasked with taking e-procurement solutions forward, one of them being e-tendering.

3.3 The ACPO National Procurement Strategy 2008 has six key principles: -

- ñ Increasing further police procurement capacity and capability.
- ñ Securing further supplier competition and price leverage.
- ñ Shaping requirements and specifications: influencing of end user requirements and design specifications.
- ñ Developing techniques and practices to reduce costs and risks.
- ñ Reducing procurement overheads and the costs of acquisition.
- ñ Promoting sustainability and supporting diversity in procurement.

3.4 E-tendering is seen as one of the enablers for the delivery of this strategy.

3.5 The ACPO e-procurement project has delivered a suite of products, which may be used individually or in any combination, which allows forces to select options most appropriate to their needs: -

- ñ BLPD – Bluelight Procurement Database – this is a database used by all forces listing all contracts in use. Merseyside Police already uses this database.
- ñ ProContract – includes e-tendering, e-auction, and ProManager. Merseyside Police is planning to use ProContract and ProManager. ProContract e-tendering is used to carry out the tender process and ProManager is a supporting module used for monitoring a contract after it has been awarded. The module records details such as supplier performance, key dates, review meetings and KPI's. Merseyside Police does not have any immediate plans to utilise e-auctions at this time.

3.6 ProContract is a tried and tested solution, used by 36 forces and purchased under a National Framework agreement. Devon & Cornwall Constabulary went out to tender for the system and a contract was awarded to Due North and is available for use by all forces. Opportunities are increased through standardisation of systems.

3.7 Presentations on e-tendering have been delivered to key staff within Merseyside Police and the Police Authority over the last 3 months, including the Director of Resources, Internal Audit, Estate Management, Vehicle Fleet Management and Information Systems.

4. E-Tendering

4.1 E-tendering enables the full tendering process to be completed from advertising to the placing of a contract, including exchange of all relevant documentation by electronic means.

Tendering Processes

4.2 Traditional process:-

- ñ Prepare tender documentation.
- ñ Tender advertised in 3 publications. This requires a purchase order being raised and proofs agreed and signed off.
- ñ Suppliers express interest in writing, either by email/fax or letter.
- ñ Tender documentation posted – 3 hard copies, plus 2 CDs.
- ñ Questions submitted by supplier in writing either by email/post/fax. Responses have to be replied to all suppliers in writing either by email/post/fax.
- ñ Responses to questions sent out by email/post.
- ñ Tenders opened – this requires a number of ACPO officers, senior police staff and Authority panel members to be present.
- ñ Evaluation carried out manually using paper copies.
- ñ Contract awarded and responses sent out by post.

4.3 Electronic process:-

- ñ Preparation of tender documentation.
- ñ E-tendering system automatically advertises the tender on ProContract when the contract has been published.
- ñ Suppliers who are registered on ProContract are automatically alerted by email of new opportunities and can express an interest on line. Marketing of ProContract has already been undertaken over the last 2 years encouraging our current suppliers to register. In addition bulk mail shots will be sent to our supplier base before the system goes live. Any press advertisements for tenders will also state a requirement for

registration to enable the supplier to participate in the process. Compatible IT is not an issue as the software is web based and only internet access is required.

- ñ Tender documents are sent to the supplier electronically.
- ñ Questions submitted by supplier electronically: e-tendering enables the buyer to respond to the question only once, and the system automatically sends a response to all suppliers.
- ñ Supplier submits tender electronically.
- ñ Tenders are held in secure part of ProContract until official opening date.
- ñ A Chief Officer or authorised MPA Member(s) would act as 'verifiers'. The verifier's responsibility is to open tender responses on a set date. Only one person would be required for this process.
- ñ ProContract calculates award criteria based on appropriate information input by the evaluation panel.
- ñ Evaluation Panel results are input onto ProContract.
- ñ Contract is awarded and responses sent out electronically.
- ñ Late applications are recorded and timed automatically on or after the closing date and require a verifier's approval to accept or reject the suppliers application. The system allows for comments on reasons for the acceptance/rejection. The system is fully auditable as every action carried out on ProContract is logged in an audit trail. Late applications are stored as with all other applications.

4.4 Key Benefits

<ul style="list-style-type: none"> ñ Total security ñ Fully automated ñ Minimises replication of efforts ñ Reduced procurement timescales in tendering process, from advertising to award (The Office of Government Commerce (OGC) legislation reduces timescales if using online) ñ Suppliers can register their details on the website free of charge ñ Increased procurement opportunities for suppliers ñ Frees staff time ñ Good practice and standardisation ñ Improved management information 	<ul style="list-style-type: none"> ñ An auditable, transparent and fair process ñ Access to procurement documentation 24 hours a day ñ Automatic email alerts giving suppliers up to date information ñ Automatic email response to questions raised by suppliers ñ OGC requests tendering to be automated by 2010 ñ Reduced paper trail on tendering exercises and labour intensive tasks ñ Improves audit tracking procedures ñ Both cashable and non cashable savings can be achieved for both buyer and supplier ñ Meets Government targets as identified in report
---	--

Additional Benefits

- 4.5 In addition to the above benefits, e-tendering supports the initiatives currently being undertaken within the North West Region. Procurement teams are currently working together to ensure a consistent approach across forces on how they undertake tenders. This supports a collaborative approach to procurement procedures. For example if all forces are carrying out their tender process in exactly the same way then resources can, potentially, be better utilised around the region should there be staffing issues. Staffing issues such as high volume workloads, rotation of contracts within the region or sickness. Another force would be able to pick up the process quite easily if required.

Receipt and Opening Procedures

- 4.6 The current procedure for the receipt and opening of tenders, as stated in Merseyside Police Authority Contract Standing Orders, requires the presence of the Chief Constable or Chief Officer where contracts are estimated not to exceed the £200,000 threshold, or by Panel of Members (appointed by the Authority) for contracts that are estimated to be in excess of £200,000. This procedure can be time consuming when opening tenders with a high volume of responses and also takes up the time of the officers concerned.
- 4.7 ProContract requires one authorised 'verifier' to open the tender responses electronically on or after the closing date. This saves time and resources for all parties currently involved in the process.
- 4.8 In respect of Members Tender Opening Panel, one member of the panel would be required to act as 'Verifier' for tenders in excess of £200,000. It is noted that support would continue to be provided by the Force's Procurement Department and the Internal Audit Service to Members verifying the Tenders.

Audit Trail

- 4.9 It is essential that tendering processes in the public sector are fair and seen to be fair, and for fairness to be documented. E-tendering provides a secure history from advertising to tender award, a requirement of the Authority's Contract Standing Orders. This history provides a full audit trail that encourages openness and integrity to all contractual decisions.
- 4.10 A full audit trail can assist the Police Force's Authority if they receive requests under the Freedom of Information Act, and can also support the Authority if faced by legal action over an award.

Roll Out

4.11

Initially Procurement will be trained up and commence use of ProContract for E Tendering. The timescale for this is 6-10 weeks. Once Procurement is up and running it is anticipated that all force contracts will be processed through ProContract. Other departments such as Estate Management, Information systems, Vehicle Fleet Management and other departments requiring a tender process will define their specifications and Procurement will manage the e-tendering process. This should be in place within 6 months of Procurement going live with ProContract. Once in place there is not a need to continue to use old system in parallel. If required there will still be the facility to carry out tenders manually.

Changes to Contract Standing Orders

4.12 In order to facilitate the introduction of the ProContract e-tendering system existing MPA Contract Standing Orders would require amending to accommodate renewed working practices.

The following are recommended for inclusion in existing Contract Standing Orders: -

2. Definitions

" (vii) E-tendering in the context of these Contract Standing Orders will mean any Police Authority approved e-tendering arrangements".

7. Tender or Quotation

Purchase between £5,000 and £49,999

It is proposed that the following sentence be included immediately after the first sentence so as to read: -

"Three or more written quotations must be sought. This can be done manually or by use of approved MPA E-Tendering arrangements. An exception from the above relates to building related expenditure where a minimum of six contractors should be invited to tender. A minimum of four should be rotated from the select list, with the two lowest tenderers from the previous contract being allowed to tender for the work also".

Purchases over £50,000

It is proposed that the section be amended by the inclusion of the following two sentences shown in bold and so as to read: -

"Full tender procedure required. This can be done manually or by use of approved MPA E-Tendering arrangements. (See Force Financial Instructions for detailed guidance). Contact the Procurement Department at the commencement of tendering procedure.

Sub sections (iii) and (iv) remain unaltered.

10. Advertising

Sections (i) and (ii) are recommended should be amended so as to read: -

- " (i) Tenders shall be invited by placing an advertisement, which gives 10 days notice, and stating the last day for receipt. This can be done by placing an advertisement in one or more local newspapers or by electronic means through the use of approved MPA E-Tendering arrangement.
- (ii) If the value of the contract is more than £50,000, an advertisement shall be placed in one or more trade newspapers or journals or by electronic means through the use of MPA approved E-Tendering arrangement".

Section (iii) remains unaltered.

11. Submission of Tenders

It is recommended that this section be re-written to account for the submission of tenders using both systems as follows: -

" Paper submission: -

- (a) No tender will be considered unless it is received in a plain sealed envelope bearing the words "Tender for" followed by the subject of the tender and the date and time by which it is to be received;
- (b) The tender envelope shall be addressed to the Chief Executive to the Authority and addressed to PO Box 101A, 3rd Floor, West House, Mercury Court, Liverpool L69 2NU. In the case of contracts estimated at £200,000 or less, to the Chief Constable or appropriate Officer/Department and addressed to, Police Headquarters, Canning Place, Liverpool L1 8JX; and
- (c) There shall bear no name or mark upon the tender envelope indicating the identity of the sender. Any identifying mark will result in the tender not being opened.

Electronic Submission: -

All tenders received electronically must be stored securely in an E-Tendering system, which has the ability to log time and dates of receipt without revealing the identity of the sender until the date of opening"

13. Receipt and Opening of Tenders

It is recommended that sections (i) and (ii) be amended to regularise the proper receipt and opening utilising both methods as follows:-

"(i) No tender shall be considered which arrives after the closing date and time for receipt of tenders. Late tenders, which do not fall and being considered shall be opened and the tenderer shall be informed why the tender was not considered and this should only be done after a tender has been accepted. Approved verifiers who are authorised to open tenders through the E-Tendering system will decline late receipts electronically.

(ii) All tenders shall be opened at the same time either by: -

(a) The Chief Constable or a Chief Officer, who are authorised verifiers on the E-Tendering system, where contracts are estimated not to exceed £200,000.

Chief Officers Panel up to £200,000 – shall consist of a Chief Officer and at least two other persons (normally from Force Solicitors' Office, and the Procurement Department). Tenders are opened electronically at the same time when the seal is removed by the verifier.

All submissions are recorded on the Tender Summary Sheet and signed by all members of the panel and stored electronically on the E-Tendering system.

(b) A Panel of Members (appointed by the Authority at its Annual Meeting) where tenders for contracts are estimated to be in excess of £200,000.

Members Panel over £200,000 – (members are appointed by the Authority) – who are authorised verifiers on the E-Tendering system. Tenders are opened electronically at the same time when the seal is removed by the verifier.

All submissions are recorded on the Tender Summary Sheet and signed by all members of the Panel and stored electronically on the E-Tendering system".

Sections (iii) and (iv) remain unaltered.

Any other drafting not referred to above shall also remain unaltered.

5. Financial and Staffing Implications

5.1 Summary of Costs & Savings

	Year 1 £	Year 2 £
Expenditure		
One-off Initial Payment		
ProContract	6,000.00	-
ProManager	2,500.00	-
User/Licenses		
- 5 users (Procurement)	3,900.00	3,900.00
- 5 additional users (other depts)	-	3,900.00
Training		
ProManager	750.00	-
Annual Support Costs		
ProContract	1,500.00	1,500.00
Total Expenditure	14,650.00	9,300.00
Cashable Savings		
Advertising **	-6,500.00	-19,500.00
Tenders **	-215.50	-646.50
Total Cashable Savings **	-6,715.50	-20,146.50
Estimated Cost/(Savings)	7,934.50	-10,846.50
<u>Other Savings</u>		
Non Cashable Savings **	744.70	2,234.10

Notes to Table: -

- ñ Savings – these figures are based on Merseyside Police processing on average 15 tenders per annum, and using an evaluation carried out by Police Procurement Officers across forces currently using ProContract (see Appendix 2).

- ñ ** -These figures in the 1st year are based on 5 tenders being carried out in the remaining financial year 2009/10. In year 2 and onwards, the savings are based on Merseyside Police carrying out on average 15 tenders per annum.
- ñ Advertising figures are based on Merseyside Police spending on average £1300.00 per tender.
- ñ Cashable and non-cashable savings are shown in Appendix 2.

- 5.2 The proposal will be financed from the existing Procurement Department budget.
- 5.3 The recently reviewed Financial Instructions and new financial working practices will encourage closer working with the Procurement Department, which in turn will increase the numbers of quotations and tenders processed by the Department. A breakdown of savings can be seen in 5.1 above.
- 5.4 Additional savings and benefits not yet quantified are envisaged if using ProContract for competitive quotations. i.e. savings per quote and improved control over the quotation process.
- 5.5 Staff time for Procurement Officers carrying out the tendering process is reduced (see appendix 2). In addition e-tendering will free up time for Chief Officers and the Force Solicitor when having to attend tender opening meetings. Tenders can be opened electronically without the need to diary mutual dates.
- 5.6 Non-cashable benefits are those that free up staff from a task (because it is automated or eliminated) but the time saved for each staff member is not large enough to result in a reduction in the number of staff required. The time saved enables staff to concentrate on more value added procurement.
- 5.7 Other non-cashable benefits will include better management information and a more robust audit trail and increased compliance with regulations.
- 5.8 Time spent on analysing numerical information such as costs, is reduced using e-tendering because parts of the tender response such as pricing can be automatically loaded onto a spreadsheet format. Ready to compare, saving time in re-keying information.
- 5.9 E-Tendering can also release additional office space as contract documentation is stored on-line. Currently documentation is kept for at least the length of the contract period followed by seven years as per Audit guidelines.

5.10 Staffing Implications

It is envisaged that the role of the Contracts Officer within the Procurement Department will have responsibility for the processing of tenders through ProContract. Total first year costs include staff training. Time saved will be used for other procurement initiatives.

6. Equality and Diversity Impact Assessment

There are no equality or diversity issues associated with this report.

7. Risk Assessment

7.1 Failure to implement and adopt the system will result in missed opportunities for the Force, the Force's current suppliers and local business community. Missed opportunities such as;

7.2 Merseyside Police has an opportunity of leading and playing a key part in the development of improved procurement collaboration within the North West region. E-tendering will support and encourage collaborative procurement efforts across the region, enabling North West forces to post and share projects, co-ordinate efforts, and reduce duplication resulting in a consistent approach.

7.3 The current tendering process runs the risk of missed opportunities for suppliers due to tenders arriving late, suppliers being disqualified due to identifying themselves on their return envelopes or not using the correct envelopes. E-tendering reduces these risks.

7.4 In terms of security and backup, ProContract systems conform to National Security Standards certified by CESG (Communications Electronics Security Group) – part of GCHQ (Government Communications HQ). Penetration tests have been carried out and been successful i.e. the system was tested to see if access could be gained by unauthorised users.

7.5 Consultation with Merseyside Police Information Systems identified that Due North has covered all aspects of security and resilience of their solution.

8. Environmental Impact Assessment

8.1 E-tendering reduces direct costs for both buyer and supplier when preparing and issuing invitations to tender and responding with tenders. Direct costs include, paper, printing and distribution costs such as post/couriers. These costs are eliminated when using e-tendering.

- 8.2 E-tendering also aids reduction in the Force's carbon footprint, as suppliers do not need to deliver tenders by hand, which occurs on a regular basis.
- 8.3 E-tendering can also release additional office space as contract documentation is stored on-line. Currently documentation is stored at least the duration of a contract period, followed by seven years, as per Force policy and procedures.

9. Conclusion

- 9.1 This report advises Members of the intention to implement an e-tendering system to replace the current manual tendering process.
- 9.2 Implementation of the system will ensure best value for money, streamline processes, reduce overhead costs, improve contract compliance and increase opportunities for collaboration with other forces through adopting common procurement systems.

Bernard Lawson
Temporary Chief Constable

Contact: Al Howes – Procurement Department
Telephone: 0151 777 1924
Background Papers: None

Appendix 1-Existing Contract Standing Orders
Appendix 2-Evaluation by Procurement Officers

CURRENT CONTRACT STANDING ORDERS

MERSEYSIDE POLICE AUTHORITY

CONTRACT STANDING ORDERS

1. Introduction

- (i) These Standing Orders have been prepared in accordance with the requirements of the Home Office Code of Practice on Financial Management, which is made under section 39 of Police Act 1996.
- (ii) The main aims of these Standing Orders are to:-
 - a) Outline the manner in which contracts are handled and managed within the Authority to ensure compliance with all relevant legislation including directives of the European Union;
 - b) Outline the relative responsibilities of the Authority, its Officers and the Chief Constable in this process.
- (iii) Although the Authority remains the legal party for contracts, it is the aim of these Standing Orders to delegate responsibility for the day to day management and control of contracts to the Chief Constable or Chief Officer as appropriate subject to the provisions of these standing orders and provided always that the Authority is satisfied that the Chief Constable or Chief Officer as appropriate has adequate systems, procedures, personnel and expertise to discharge these responsibilities.
- (iv) The Chief Constable or Chief Officer as appropriate shall manage the tendering and contracting process in accordance with these Standing Orders.
- (v) The Authority shall be the contracting party for the purpose of entering into contracts.
- (vi) These Standing Orders are supplemented by both Financial Regulations and Force Financial Instructions, and should be read in conjunction with these documents.

- (vii) These Standing Orders will be kept under review by the Chief Executive, Treasurer, and Chief Constable to ensure that the working arrangements for both the Authority and the Chief Constable are conducted in accordance with the relevant legislation and latest best practice. They can only be varied with the approval of the Authority.
- (viii) The financial values identified within these Standing Orders will also be kept under review and updated as appropriate.

2. Definitions

In these Standing Orders: -

- (i) the expression “the Authority” shall where the context allows be deemed to include reference to a Committee or Sub-Committee or person acting in accordance with delegated authority on behalf of the Authority,
- (ii) the expression “appropriate officer” shall mean any officer, who is duly authorised in writing by the Chief Executive, Treasurer, or Chief Constable,
- (iii) the expression “Chief Officer” shall mean the Deputy Chief Constable, officer of ACPO rank and Director of Resources,
- (iv) the expression “contract” shall unless otherwise specified relate to a contract for the supply or disposal of goods or materials or for the execution of works or the provision of services and shall where the context so admits include sub-contracts,
- (v) reference to the contract sum in relation to a contract to be performed over a specified period shall be to the aggregated estimate for the whole of that period. Any transaction for the supply or disposal of goods or materials, the provision of services, or for the execution of works which forms part of a larger transaction shall not be regarded as a separate contract in the calculation of the contract sum,
- (vi) reference to any statute, enactment, order, regulation or other similar instrument shall be construed as a reference to the statute, enactment, order, regulation or instruments as amended by any subsequent statute, enactment, order, regulation or instruction as contained in any subsequent re-enactment thereof.

3. Compliance with Standing Orders

- (i) Every contract made by the Authority and the procedures relating to them shall comply with these Standing Orders and Financial Regulations with all supplementary codes of practice and no exception from any of the provisions of these Standing Orders and Financial Regulations and supplementary codes of practice shall be made otherwise than with the approval of the Authority or appropriate Committee.
- (ii) A record of any exception to any of the provisions of these Standing Orders shall be included in the Minutes of the Authority.
- (iii) Any failure to comply with any of the requirements of these Standing Orders shall be reported to the Chief Executive to the Authority as soon as such failure is discovered. The Chief Executive to the Authority shall consult with the Treasurer and the Chief Constable before determining such actions, as he may deem necessary in the circumstances.
- (iv) Every contract shall comply with any relevant directives of the European Union for the time being in force in the U.K.

4. Nominated Sub-Contractors/Suppliers

- (i) This Standing Order shall have effect where a sub-contractor/supplier is to be nominated to a main contractor/supplier.
- (ii) The terms of any tender or quotation by a nominated sub-contractor/supplier shall require an undertaking that, if he is selected, he will be willing to enter into a contract with the main contractor/supplier on terms which indemnify:-
 - a) the main contractor/supplier and Authority against his own obligations under the main contract included in the sub-contract unless provision is made to the contrary under the conditions of contract; and
 - b) the Authority against any third party claims arising out of any act or omission by the said nominated sub-contractor/suppliers.
- (iii) The Chief Constable or appropriate Chief Officer shall nominate to the main contractor the person whose tender in his opinion is the most satisfactory, provided that where the tender is other than the lowest received, the circumstances shall be reported to the next meeting of the Authority or appropriate Committee.

5. Restrictions on Contracts with Certain Persons

No Member of the Authority nor any company, partnership or firm in which any Member of the Authority is interested nor any employer, nominee or spouse of a

Member of the Authority shall undertake the execution of work on behalf of the Authority or shall accept an order for the supply or disposal of goods or materials from the Authority or shall provide services for the Authority unless such works or other contract for goods or materials or services have been offered or secured or provided by competitive tender or quotation.

6. Cancellation of Contracts in case of corruption

There shall be inserted in every contract a clause empowering the Authority to cancel a contract and recover from the contractor the amount of any loss resulting from such cancellation if the contractor shall have offered or given or agreed to give to any person any gift or consideration of any kind as an inducement or reward for doing or forbearing to do, or for having done or forborne to do, any action in relation to obtaining execution of the contract or any other contract with the Authority or for showing or forbearing to show any favour or disfavour to any person in relation to the contract or any other contract with the Authority or, if the like acts shall have been done by any person employed by him or acting on his behalf (whether with or without the knowledge of the contractor) or if in relation to any contact with the Authority the contractor or any person employed by him or acting on his behalf shall have committed an offence under the Prevention of Corruption Acts, 1889-1916 or shall have given any fee or reward, the receipt of which is an offence under Sections 117(2) and 117(3) of the Local Government Act 1972.

If a contract is determined under this Standing Order the Contractor shall be debarred from tendering for a period of five years unless in the meantime the Authority otherwise determine.

7. Tender or Quotation

All Chief Officers and the Chief Constable will comply with the following:-

(i) Purchases require certain quotations or tenders depending on the value involved.

(ii) Where reference is made to a financial limit, this refers to the total value of works, goods or services that are required over the life of the contractual arrangement or period of supply. The limit should not be considered solely in terms of a single purchase, especially when it is clear that there will be an ongoing supply of works, goods or services from a given supplier.

Purchases up to £4,999

Chief Officers or as appropriate the Chief Constable shall ensure that all purchases achieve what they consider to be the best value in the particular circumstances.

Purchases between £5,000 and £49,999

Three or more written quotations must be sought. An exception from the above relates to building related expenditure where a minimum of six contractors should be invited to tender. A minimum of four should be rotated from the select list,

with the two lowest tenderers from the previous contract being allowed to tender for the work also.

Purchases over £50,000

Full tender procedure required.

- (iii) Officers must keep a written record to demonstrate that they have taken appropriate steps to obtain best value for money and be prepared to justify the method of contractor selection.
- (iv) Where a quotation (up to the value of £50,000) other than the lowest is recommended for acceptance, the officer should make a written record of the reasons and if he thinks it appropriate, the Chief Officer or Chief Constable shall report the circumstances to the Authority/appropriate Committee.

8. Exceptions from quotations or tender

- (i) Only one tender or quotation need be obtained for:-
 - (a) the purchase of patented or proprietary articles where no suitable alternative is available
 - (b) the urgent supply of goods or services or works where there is no time to get quotations or tenders
 - (c) the supply of goods or services or works in respect of which there is no valid commercial reason to get quotations or tenders
 - (d) the supply of goods which the Home Office have specified
 - (e) the supply of goods or services or works the price of which is fixed by a trade organisation or government department and no alternative is available.
- (ii) Any use of the above exemptions shall require the approval of the Chief Constable or appropriate Chief Officer.
- (iii) No tender or quotation is required if the supply of goods and services are obtained through purchasing framework, consortium or call-off arrangements, in which the Force is an agreed participant.
- (iv) Where circumstances dictate under Framework Agreements, the Chief Constable or Treasurer should report to the Authority details of all exceptions from quotations or tender (as per 8 (i) & (ii) above), as well as details of the supply of goods and services obtained through a purchasing framework, consortium or call off arrangements, in which the Force or Authority is an agreed participant (as per 8 (iii) above). These details should be included within the regular tender monitoring reports.

9. Selection

- (i) Where the Chief Constable or Chief Officer considers it appropriate, tenders may be invited from a list of approved contractors or suppliers in a particular category of works, supply or service.
- (ii) Lists of approved contractors or suppliers may be created and received under a procedure approved by the Chief Officer or Chief Constable as appropriate in consultation with the Treasurer.

10. Advertising

- (i) Tenders shall be invited by placing an advertisement which gives ten days notice in one or more local newspapers inviting tenders and stating the last date for receipt.
- (ii) If the value of a contract is more than £50,000 an advertisement shall also be placed in one or more trade newspapers or journals.
- (iii) Tenders shall be invited by complying with any E.U Directive currently in force which requires the invitation of tenders from within all the member states of the Union.

11. Submission of Tenders

Every invitation to tender in accordance with these Standing Orders shall specify that:-

- (a) no tender will be considered unless it is received in a plain sealed envelope bearing the words "Tender for" followed by the subject of the tender and the date and time by which it is to be received;
- (b) the tender envelope shall be addressed to the Chief Executive to the Authority and addressed to P.O. Box 101A, 3rd Floor, West House, Mercury Court, Liverpool L69 2NU. In the case of contracts estimated at £200,000 or less, to the Chief Constable and addressed to P.O. Box 59, Police Headquarters, Canning Place, Liverpool L69 1JD, or appropriate Chief Officer; and
- (c) there shall bear no name or mark upon the tender envelope indicating the identity of the sender. Any identifying mark will result in the tender not being opened.

12. Notification of Invitation of Tenders

The Chief Executive to the Authority and the Treasurer to the Authority shall immediately be notified by the Chief Constable or appropriate Chief Officer of the invitation of tenders in excess of £200,000 and :-

- (a) the time and date by which tenders should be received by the Chief Executive to the Authority;
- (b) the names of the persons invited to tender.

13. Receipt and Opening of Tenders

- (i) No tender shall be considered which arrives after the closing date and time for the receipt of tenders. Late tenders which do not fall to be considered shall be opened and the tenderer shall be informed why the tender was not considered and this should only be done after a tender has been accepted.
- (ii) All tenders shall be opened at the same time and:-
 - (a) either in the presence of the Chief Constable or a Chief Officer where contracts are estimated not to exceed £200,000; or
 - (b) by a Panel of Members (appointed by the Authority at its Annual Meeting) where tenders for contracts are estimated to be in excess of £200,000.
- (iii) In the event of no Panel member being available, the officers proceed with the opening of tenders after consultation with the Chairperson of the Authority.
- (iv) The Chief Executive to the Authority, Chief Constable or appropriate Chief Officer as the case may be, shall maintain a record of all tenders received by him at the time of opening.

14. Withdrawal of tenders or failure to sign or Execute a Contract

In the event of any person, without proper reason withdrawing a tender, or refusing to sign or execute a contract after a tender has been accepted such person shall not be allowed to tender for a period of three years thereafter, unless in the meantime the Authority otherwise determine.

15. Acceptance of Tenders and Power to enter into Contracts

- (i) The Chief Constable or Chief Officer is not bound to accept any tender.
- (ii) Before accepting any tender the Chief Constable or Chief Officer must satisfy himself that reasonable value is being obtained in the light of the original estimate and other relevant circumstances.

- (iii) In respect of tenders exceeding £50,000, the Chief Constable or Chief Officer shall have power to accept the lowest valid tender received provided that the amount of the tender is within the approved budget.
- (iv) A tender other than the lowest shall only be accepted if the Chief Constable or Chief Officer is satisfied that the lowest tender does not represent value for money as it is not in the best interests of the Authority.
- (v) Where payment is to be received by the Authority the Chief Constable or Chief Officer shall have power to accept the highest tender.
- (vi) A tenderer shall not be allowed to alter a tender after the date fixed for its receipt provided that significant errors in arithmetic and obvious errors in pricing discovered before acceptance shall be corrected and the tenderer shall be given the opportunity of confirming the offer or of amending it to take account of such errors as are genuine before any tender for the contract is accepted.
- (vii) Any variation in the amount of an accepted tender or contract must be authorised and reported as follows:-
 - (a) up to 10% or £49,999 (whichever is the lower) – variations of this value must be certified by the relevant Project Officer or Project Consultant and then submitted to the Head of Department for approval;
 - (b) over 10% or £50,000 (whichever is the lower) – variations of this value must be certified by the relevant Project Officer or Project Consultant, signed by the Head of Department and then submitted to the Director of Resources for approval. In addition, variations of this value must be reported to the Treasurer of the Police Authority in order to prepare a joint report to the Resources and Strategy Committee.

16. Form and Contents of Contracts

- (a) Contracts shall be in writing and under seal whenever appropriate, except that contracts for the purchase of vehicles will not be subject to this Standing Order.

Contracts shall clearly specify:-

- (i) the goods, materials or services to be supplied and/or the work to be done as the case may be;
- (ii) the price to be paid with a statement of discounts or other deductions;
- (iii) the time or times within which the contract is to be performed; and
- (iv) the liquidated damages if any to be paid by the contractor if the contract is not completed at the specified date.

- (b) It shall be a condition of the engagement of the services of any person (not being an employee of the Authority) who is to be responsible through the Chief Constable or appropriate Chief Officer for the supervision of a contract, that in relation to the contract he shall:-
- (i) comply with these Standing Orders and the Financial Regulations of the Authority as though he were a Chief Officer;
 - (ii) at any time during the carrying out of the contract, produce to the Chief Constable or appropriate Chief Officer, on request, all the records maintained by him in relation to the contract; and
 - (iii) on completion of a contract, transmit all such records to the Chief Constable or appropriate Chief Officer.
- (c) The Authority shall require and take sufficient security for the due performance of every construction contract exceeding £50,000, and may require and take sufficient security for the performance of every such contract below £50,000, where the Chief Constable or appropriate Chief Officer considers it necessary to do so in the interests of the Authority.
- (d) The Authority shall not require security for the performance of any contract let to Contractors on the Police Authority's approved list unless following a joint report of the Treasurer and Chief Constable or Chief Officer it is decided that security is necessary.
- (e) Where an appropriate Standard Specification or Standard Code of Practice issued by the British Standards Institution or the EU equivalent is current one calendar month before the date of tender, the contract shall require all goods and materials used or supplied and/or all workmanship to be at least in accordance with that standard or such higher standard as may be specified.
- (f) A Contractor shall be required to indemnify the Authority against:-
- (a) any claim which may be made in respect of Employer's liability against the Authority or the Contractor by any Authority employee or by any workman employed by the contractor or any Sub-contractor arising out of or in connection with the execution of the work; and
 - (b) any claim for bodily injury to or damage to property of third parties, including the Authority's employees;

and the Contractor shall produce, before any work commences, evidence that he is satisfactorily insured against any such claim.

17. Conditions to be observed by Contractors and Sub-Contractors

In each contract where the work will be executed wholly or in part in the United Kingdom or the goods or materials to be supplied will be manufactured or made wholly or in part in the factory, workshop or place situate in the United Kingdom there shall be inserted a clause to the following effect:-

The Contractor shall in respect of all persons employed by him (whether in execution of his contract or otherwise) in every factory, workshop or place situate in the United Kingdom and occupied or used by him for the execution of the contract comply with the following conditions, namely:-

- (a) the Contractor shall not unlawfully discriminate within the meaning and scope of the provisions of the Race Relations Act 1968, The Equal Pay Act 1970 and The Sex Discrimination Act, 1975;
- (b) the Contractor shall keep proper records necessary for the satisfactory completion of the Contract including wages, records and time sheets, showing the wages paid to and the time worked by the work people in his employ and about the execution of the contract, and all such records shall be produced whenever required for inspection by any officer authorised by the Authority;
- (c) the Contractor shall be responsible for the observance of this Standing Order by Sub-Contractors employed within the United Kingdom in the execution of the contract and shall if required notify the Authority of the names and addresses of all such Sub-Contractors; and
- (d) in the event of any question arising as to whether the foregoing conditions are being observed, the question shall, if not otherwise disposed of, be referred to an independent tribunal for decision.

Any contracts made by or on behalf of the Authority incorporating the Standard Form of Building Contract (1998 Editions as revised) in which Clause 17(a) or any revision thereof, stands without amendment, shall be deemed to comply with the provisions of the Standing Order.

18. 'Lump Labour'

Tender forms and Conditions of Contract issued in respect of all building and civil engineering projects shall incorporate a declaration by the tenderer that he will ensure that all persons working on the project shall either be:-

- (a) directly employed by him or by Sub-Contractors approved by the Chief Constable or appropriate Chief Officer; or

- (b) self-employed workman, holding the Inland Revenues' exemption certificate issued under the Finance Act (No. 2) 1975, who have been approved as Sub-Contractors.

Tender forms and Conditions of Contract shall also include a provision stating that except in the case of corporate bodies (including registered limited liability companies), Inland Revenue exemption certificates shall be produced to the Chief Constable or appropriate Chief Officer in respect of proposed Sub-Contractors.

19. Breach of Contract

- (i) Each contract shall provide that, in the event of any breach by the Contractor, or by any person to whom the contract or any part thereof may have been assigned or underlet, of any of the conditions and provisions of these Standing Orders, the Authority may absolutely determine the contract; and that furthermore, the Authority may proceed to complete the works or obtain or dispose of the materials elsewhere as the case may be, either by contract or otherwise.
- (ii) Any sums which may be incurred or sustained by the Authority by reason of the determination of the contract as aforesaid shall be borne by the Contractor and at the discretion of the Authority may be deducted from any monies due or to become due to him under the contract or recovered by action.
- (iii) If a contract is determined under this Standing Order, the Contractor shall be debarred from tendering for a period of five years unless in the meantime the Authority otherwise determine.

20. Assignment and Sub-Letting

Each contract shall provide that a Contractor shall not assign a contract or any part thereof without the previous consent of the Authority or sub-let the same or part thereof without the written consent of the Chief Constable or appropriate Chief Officer which shall not unreasonably be withheld.

21. Sale of Property or Land

- (i) Any disposals of property or land must be in accordance with the Authority's Estate Management Strategy.
- (ii) The Chief Constable or appropriate Chief Officer is authorised to dispose of police houses on behalf of the Police Authority.
- (iii) All other proposed disposals must be reported to the Estates Strategy Committee in accordance with its Terms of Reference approved by the Authority and in accordance with the Authority's Scheme of Delegation.

Appendix 2

PROCESS	CASHABLE/ NON CASHABLE	DESCRIPTION	UNIT	QTY	PRESENT COST	QTY	E-COST	SAVINGS
1	Non Cashable	Identify Requirement/Specification	HRS	2	39.48	1	19.74	19.74
2	Non Cashable	Clarification with Client	HRS	1	19.74	0.5	9.87	9.87
3	Non Cashable	Seek Interested Parties	HRS	2	39.48	1	19.74	19.74
4	Cashable	Advertise in Press	COST		600.00	0	0	600.00
5	Non Cashable	Collate Responses	HRS	2	39.48	0	0	39.48
6	Cashable	Print Tender Documents	HRS	2	23.30	0	0	23.30
7	Cashable	Print Labels	HRS	0.1	1.17	0	0	1.17
8	Cashable	Print Terms & Conditions	HRS	0.2	2.33	0	0	2.33
9	Cashable	Post 6 Tenders	HRS	1	11.65	0	0	11.65
10	Non Cashable	Receive Tenders by Post	HRS	0.2	2.33	0	0	2.33
11	Non Cashable	Log Tender Time Date Received	HRS	0.1	1.17	0	0	1.17
12	Non Cashable	File in Cabinet until Opening Date	HRS	0.2	0.23	0	0	0.23
13	Non Cashable	Open tenders	HRS	0.33	10.46	0.1	1.17	9.29
14	Non Cashable	Ensure Correct Format received	HRS	1	31.39	0	0	31.39
15	Non Cashable	Log Name/Date received/Price etc	HRS	0.5	15.70	0	0	15.70
16	Non Cashable	Extrapolate Prices/Check Prices	HRS	2	39.48	2	39.48	0
17	Non Cashable	Evaluate with Client	HRS	2	39.48	2	39.48	0
18	Cashable	Notify by Post Successful Bidder	HRS	0.2	2.33	0.1	1.17	1.16
19	Cashable	Notify by Post un-successful bidder	HRS	0.4	4.66	0.1	1.17	3.49
20	Cashable	Send Copies of Contract for Signing	HRS	0.5	7.85	0.5	7.85	0
21	Non Cashable	Receive signed Copies	HRS	0.1	1.17	0.1	1.17	0
22	Non Cashable	File Signed Copies	HRS	0.1	1.17	0.1	1.17	0
					£934.05		£142.01	£792.04
Total Savings £792.04 (£643.10 of which are cashable savings and £148.94 non cashable savings)								



To: The Chairperson and Members of
The Resources and Strategy Committee

Meeting: 17th December 2009

Report of the Temporary Chief Constable

BCU Neighbourhood Vacancies

1. Purpose

The purpose of this report is to provide Members with an analysis across all BCUs of vacancies, officers acting up and the length of time of these instances.

2. Recommendations

It is recommended that the Police Authority agree to:-

- (i) note this report; and
- (ii) receive further updates on police officer vacancies and officers acting up within future quarterly reports on the People Development Plan, considered by the Resources and Strategy Committee.

3. Background

3.1 At a meeting of the Resources and Strategy Committee on 17th September 2009, Members were presented with the first quarterly update in respect of the People Development Plan 2009/2010.

3.2 At the meeting Members resolved that the report be noted and a further report on vacancies, officers acting up and the length of time in these instances across all BCUs be submitted to the Committee.

4. Force Establishment

In October 2009, there were 33.2 full time equivalent (FTE) police officer vacancies across the Force. This can only ever be a snapshot in time as these numbers change daily due to police officers leaving the organisation and additional intakes of police officer recruits joining the Force. The Force has seen a net increase of 78.2 police officers since 31st December 2008. Overall, the force has recruited 279 police officers since the 1st

January 2009, with another 17 officers due to commence on the 15th November 2009. It is important to note that while vacancies may occur across the Force at all ranks, all recruits are initially posted into BCUs as Constables. Subsequent vacancies at higher ranks within BCUs and all vacancies within Departments are filled by existing officers through lateral movement or promotion.

5. Vacancies

- 5.1 All senior officer posts across the Force, namely Chief Inspector rank and above are agreed by Chief Officers through the annual succession planning process. This year's succession planning for Superintendent and Chief Superintendent ranks took place on 2nd November 2009 and the process will be repeated for Chief Inspectors on 18th November 2009. When determining postings, or who should remain in a particular role, Chief Officers consider the needs of the community, the requirements of the Force and the individual's aspirations.
- 5.2 Focussing on BCU resources, an analysis of Inspector and Sergeant rank reveals that there are 25.7 FTE vacancies across the BCUs, of these 22.7 are Sergeants posts and the remaining 3 are Inspectors posts. Pro rata the distribution of vacancies remains consistent across the Force, with the exception of Liverpool South who do not have any vacancies.

BCU	Inspector Vacancies	Sergeant Vacancies
A Wirral	2	1
B Sefton	0	5
C Knowsley	1	6
D St Helens	0	1.7
E Liverpool North	0	9
F Liverpool South	0	0
Total	3	22.7

- 5.3 When vacancies occur within BCUs they are filled in one of two ways; by an officer moving on promotion or lateral development. The Force will be running further promotion processes for Sergeants and Inspectors at the beginning of 2010, which will ensure that a pool of resources is available to fill any outstanding vacancies.

6. Acting up Duties

- 6.1 To cover vacant posts in the short-term, thereby ensuring that key operational roles are occupied, officers are selected to 'act up' to the next rank. Officers can be required to act up for a variety of reasons; predominantly to cover vacancies, but also to provide cover when a substantive post holder has been attached to a project or alternative role, or even to cover sickness absence. For these reasons, while there may be 1 Sergeant vacancy in Wirral there may still be a requirement for 4 acting Sergeants.

BCU	Acting Inspectors	Acting Sergeants
A Wirral	2	4
B Sefton	2	6
C Knowsley	3	7
D St Helens	1	6
E Liverpool North	0	4
F Liverpool South	3	5
Total	11	32

6.2 Individuals who act up are normally qualified by Ospre part 1 and have recorded, via ePDR, their aspiration to seek promotion to the next rank. 'Acting up' at the next rank not only meets organisational need but, additionally, offers officers development opportunities which can greatly assist in their quest for promotion.

6.3 Prior to acting on the frontline, all officers are required to complete the 'Acting Sergeants Accreditation', which provides them with the knowledge required to be a Sergeant and also greatly assists in their preparation for the internal promotion process.

7. Duration of Acting Duties

7.1 The duration of acting duties is agreed locally and largely driven by operational demand and community need.

7.2 The average duration of acting duties varies across the BCUs with the lowest average duration in Wirral at 3 months and the longest in Knowsley, at 6.5 months. Overall, the duration of acting duties across the Force averages out at 4.5 months.

BCU	Average acting duties (months)
A Wirral	3
B Sefton	4
C Knowsley	3
D St Helens	6.5
E Liverpool North	3.5
F Liverpool South	5
Force average	4.5

8. Financial and Staffing Implications

8.1 One percent of any net underspend that arises from whatever source, including vacancies, can be carried over by Areas and Departments under devolved budgetary arrangements. Underspend through vacancies is used by BCUs and Departments to balance out other lines within the budget and frequently supports local innovation or short term policing initiatives.

- 8.2 The relationship between overtime and vacancies is more complex, with overtime most frequently occurring to cover specialist areas with small numbers of highly qualified staff, such as custody. Use of overtime in these areas is usually in response to absence or short-term workloads, rather than vacancy issues.
- 8.3 The Departments of Finance and People Development work closely with BCUs and Departments to ensure that budget and people issues are reconciled on a monthly basis. Governance of this process takes place through the quarterly Star Chamber process, which is attended by BCU Commanders/Department Heads and chaired by the Director of Resources and ACC People Development. Regular reports on progress against the force budget/establishment are submitted to the Force Business Management Group, Chief Officer Group and Merseyside Police Authority.

9. Risk Assessment

Failure to manage vacancies across the Force could potentially impact on operational delivery. This risk is managed through deployment of officers to the next rank in an acting capacity, which not only ensures operational resilience but assists officers to acquire the necessary skills and experience to attain promotion to the next rank.

10. Equality and Diversity Impact Assessment

The Positive Action Team work closely with the Recruitment Department to ensure that BRM and female officers are encouraged to apply for vacancies and promotion opportunities across the Force.

11. Environmental Impact Assessment

There are no environmental issues associated with this report.

12. Conclusion

- 12.1 This report provides Members with an analysis across all BCUs of vacancies, officers acting up and the length of time of these instances.
- 12.2 This report confirms that vacancies within the Force are managed effectively and that workforce-planning arrangements are in place to ensure that recruitment and promotion schedules meet organisational demand.

Bernard Lawson
Temporary Chief Constable

Contact: Sara Barker – Head of HR Services
Telephone: 0151 777 2329
Background Papers: None



To: The Chairperson and Members
of the Resources & Strategy Committee

Meeting: 17th December 2009

Report of the Temporary Chief Constable

People Development Plan 2009/2010 – 2nd Quarterly Update

1. Purpose

The purpose of this report is to present Members with an update on performance against the People Development Plan 2009/2010 for the second quarter, July to September 2009.

2. Recommendation

Members are invited to note this report.

3. Background

- 3.1 Chief Constables are required to produce annual People Development Plans, agreed with their Police Authority. The People Development Plan 2009/2010 is designed to meet this requirement and to indicate the organisational approach to the prioritisation of personnel issues that meet operational needs and enhance delivery.
- 3.2 The plan follows the APA guidance under “People Matters” however, additional tailoring has ensured that local issues are addressed, meeting the philosophy and organisational objectives.

4. The Priorities

4.1 'People Matters', the Police Authority Framework for Oversight, provides a useful template for categorising activities, objective setting and monitoring achievement.

4.2 The Organisation's Total Policing Strategy aims to direct the total resources of the Force towards its three strategic priorities:

Total War on crime, Total Care for victims and witnesses and Total Professionalism.

4.3 The People Development Plan supports the achievement of the Force's strategic objectives by building professionalism, achieved through the following priorities: -

- ñ Promoting & Managing Diversity;
- ñ HR Shared Services;
- ñ Retention;
- ñ Development;
- ñ Health, Safety & Wellbeing
- ñ Leadership.

5. Delivery

5.1 People issues and well-being at work are key priorities for the Force and cut across each portfolio. To ensure that specific objectives are tracked and delivered the People Development Plan is underpinned with implementation plans to address specific issues such as Health, Safety and Well-being At Work. The Assistant Chief Constable (People Development) conducts regular performance review meetings to ensure that delivery is achieved against the Plan.

5.2 This is the second quarterly update against the People Development Plan 2009/2010 and contains information relating to objectives that are contained therein for this period.

5.3 In addition, Members have been provided with supplementary reports regarding the following:

- ñ Promoting and Managing Diversity (Appendix 1);
- ñ Health & Safety (Appendix 2);
- ñ Health & Wellbeing (Appendix 3); and
- ñ Retention (Appendix 4).

6. Financial and Staffing Implications

Staff are both the Organisation's greatest asset and greatest financial cost. In order to realise potential, the Force must ensure that its aims and objectives are delivered through investment in staff so they can deliver a professional policing service to the community. All current activity within the People Development Plan will be met within existing budget provision.

7. Equality and Diversity Impact Assessment

All strands of diversity are an integral part of the People Development Plan and thread through all personnel activity. This report provides details of the activities undertaken in accordance with the People Development Plan 2009/10 within the 2nd quarter, and the significant progress made to meet the objectives of the Force and the Authority in respect of equality and diversity in the field of employment.

8. Risk Assessment

Failure to take a strategic and structured approach to the delivery of people management would reduce the Force's ability to effectively resource operational policing and to recruit, develop and retain a skilled and engaged workforce.

9. Environmental Impact Assessment

There are no direct environmental issues associated with this report.

10. Conclusion

Through the delivery of the People Development Plan 2009/2010, Merseyside Police will continue to achieve one of its strategic aims – to provide Total Professionalism.

Bernard Lawson
Temporary Chief Constable

Contact: David Harris, Head of HR Operations
Telephone: 0151 777 2326
Background Papers: People Development Plan 2009/2010
APA Oversight of People Matters

PROMOTING & MANAGING DIVERSITY

Promoting & Managing Diversity						
	OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
A	To lead on the co-ordination, maintenance and publication of objectives and action plans contained in the Force Disability and Gender Equality Schemes and Age Legislation for the People Development Directorate.	Supt Citizen Focus	Publish annual reports to GES in May 2009 & DES in December 2009	Identify actions successfully implemented from the Equality Schemes and Age Legislation within agreed timescales.	The objectives and actions of the Disability and Gender Equality Schemes and Age Legislation are achieved.	<p>The Disability Equality Scheme is currently being drafted for release in December 2009. It will shortly be sent to the Force internal Networks for consultation purposes and the Merseyside Independent Advisory Group.</p> <p>An internal staff survey was conducted in April 2009, which involved staff providing feedback regarding the facilities provided by the Force for disabled staff.</p> <p>The Gender Equality Scheme is not due for renewal until May 2010 (not 2009).</p>
B	To co-ordinate the requirements of the Race Equality Scheme (Employment Duty Chapter) and ensure that relevant statutory requirements are met through the development of adequate monitoring mechanism.	Supt Citizen Focus	Provide 6 monthly updates to alternate meetings of DSG	Production of timely analysis.	Statutory obligations are met and effective monitoring information is available.	<p>The Diversity governance structure was revised in July 2009 and the DSG now meet every 4 months, chaired by the Deputy Chief Constable. An Equality and Diversity Programme Board meets every 2 months to consider Force Action Plans towards all Diversity Strands and associated monitoring data. Data continues to be recorded by HR.</p>
C	To continue to improve the way we promote and manage diversity.	Supt Citizen Focus	Quarterly reports to DSG	Production of proposals and development of implementation plan to deliver objectives.	To improve the mechanisms and develop the culture of the organisation to ensure that both staff and members of the community are treated with dignity and respect at all times.	<p>The existing three Equality Scheme Action plans have been reviewed and replaced with a Single Action Plan. This plan will be expanded to meet the new requirements of the Equality Bill currently progressing through parliament. New Equality Objectives are to be drawn up to meet this legislation, which will also reflect the Strategic Priorities of the ACPO/NPIA/APA Strategy on Equality, Diversity and Human rights launched in October 2009 and NPIA Equality Standard.</p> <p>The Diversity Team is currently working towards NPIA guidance on this legislation and strategy. The team will be attending workshops on the Equality Standard during October 2009.</p> <p>Diversity reports are now completed on a monthly basis and submitted to ACC Citizen Focus.</p>

Promoting & Managing Diversity - continued

	OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
D	To ensure that the principle of diversity is a common thread in the promotion and delivery of Personnel policies and procedures.	Head of HR Operations	Ongoing in line with Programme of Work	That policies meet Equality Impact Assessments.	The policies and procedures are not discriminatory.	<p>A programme of work is currently being developed to review and simplify Personnel Policies and Procedures. The Attendance Management Policy, as a priority, is already under review and will be used as a template for future policy reviews.</p> <p>As policies and procedures are formulated and reviewed they are all subject to Equality Impact Assessments.</p>

HR SHARED SERVICES

HR Shared Services						
	OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
A	To deliver an efficient, professional and effective recruitment service to the Force.	Head of HR Services	By March 2010	Ensure 100% compliance with recruitment targets in relation to police officers, police staff (including PCS&TOs) and special constables and that all recruitment processes are free from unlawful discrimination.	To recruit the right staff to meet operational needs and to reflect the community that we serve.	<p>The police officer recruitment target for 2009/2010 is to increase the establishment by 32 police officers. In order to achieve this increase above wastage, approximately 340 officers will be recruited during 2009/2010. During the second quarter, 50 new police officers and 4 transferees were appointed which brings the total recruited during 09/10 to 130 new officers and 10 transferees.</p> <p>The recruitment target for police staff is to recruit to wastage. 70 new police staff were appointed in the second quarter (including 20 new PCS&TOs), which brings the total recruited during 09/10 to 134 police staff (including 45 new PCS&TOs).</p> <p>The recruitment target for Special Constables is 200. 23 Special Constables were recruited in the second quarter, which brings the total recruited in 09/10 to 65.</p> <p>43 agency staff were recruited in the second quarter to fill temporary vacancies via the Force contract with Adecco. The total recruited during 09/10 is 72.</p> <p>All recruitment policies and procedures have been examined to ensure that they are free from unlawful discrimination. Ongoing monitoring takes place to ensure compliance.</p> <p>In order to increase the efficiency, professionalism and effectiveness of the recruitment processes, a new e-recruitment system was implemented in July 2009. The system allows applicants to apply on-line and customer feedback to date has been very positive.</p>

HR Shared Services - continued

OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE	
B	<p>Ensure that recruitment is representative of local communities and establish links within the communities to improve public perception of the police service as a career option.</p>	<p>Supt Citizen Focus</p> <p>Head of HR Services</p>	<p>By March 2010</p>	<p>Ensure compliance with the following diversity targets: -</p> <p>2.7% black and racial minority recruitment for police officers.</p> <p>3% black and racial minority recruitment for police staff and special constables.</p> <p>35% female representation in recruitment for police officers.</p> <p>Recruitment to all diversity strands will be actively encouraged and monitored.</p>	<p>Recruitment will reflect the diverse population of the local community.</p>	<p>Diversity targets for recruitment are in place to achieve police officer recruitment of 3% from Black and Racial Minority (BRM) backgrounds and 35% female officers. By the end of the second quarter, actual recruitment was 6.1% BRM (i.e. 8 officers) and 32.3% female (i.e. 42 officers).</p> <p>The diversity target for recruitment of BRM police staff is 3% but there are no female targets as the police staff establishment is already representative. By the end of the second quarter, actual recruitment was 0.7% BRM (i.e. 1 member of staff). An action plan has been specifically introduced to ensure that the Force achieves its targets for the recruitment of BRM police staff during 2009/10. It will support the Positive Action Plan 2009/10 which is already in place for all minority groups but is required as a specific focus to achieve BRM targets for police staff recruitment which are currently significantly below target.</p> <p>The diversity target for the recruitment of Special Constables is 3% BRM but there are no female targets as the special constabulary establishment is already representative. By the end of the second quarter, actual recruitment was 3.1% BRM (i.e. 2 Special Constables).</p>
C	<p>To establish and deliver a professional and effective transactional HR service focusing on the key strategic priorities of workforce planning and the development of creative resourcing solutions.</p>	<p>Head of HR Services</p>	<p>Ongoing</p>	<p>To ensure maintenance of resources at agreed levels as outlined in the Resourcing Service Level Agreement (SLA).</p>	<p>To ensure that areas and departments are correctly staffed in order to meet operational needs.</p>	<p>The development of a Strategic Workforce Assessment alongside local resourcing protocols ensures that both strategic and tactical resourcing demands are met.</p> <p>The Strategic Workforce Assessment informs future recruitment and selection schedules alongside the 2010/2011 Training Plan.</p>

HR Shared Services - continued

OBJECTIVE		OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
D	To establish and deliver a transactional HR shared service in order to create and sustain an integrated and consistent approach to HR business management processes and outcomes.	Head of HR Services	Ongoing	To provide a sound and effective transactional HR support mechanism and meet agreed performance measures contained within the Shared Service Centre Service Level Agreement.	To ensure the overall delivery of a continuously improving and effective HR support to the Force in order to deliver strategic objectives.	From go live to the end of September 2009 the HR Helpdesk received 12,000 calls and over 1,300 emails, which has resulted in the helpdesk resolving 81% of all enquiries received by them. The Helpdesk customer survey (July 2009) yielded a 54% return rate, 91% of all respondents were satisfied with the service provided. After the successful pilot of a range of HR e-forms, (attendance management, changes to personal details, flexible working requests etc), a suite of HR e-forms was launched forcewide on 1 st September 2009.

RETENTION

Retention						
	OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
A	To review and ensure that Personnel policies and procedures meet organisational needs and comply with legislative requirements.	Head of HR Operations	In accordance with identified need and statutory timescales	Organisational need identified and work is prioritised and implemented. Evidence of proper opportunity for consultation with Trade Unions, Staff Associations and Support Networks.	The Force complies with legislation and Personnel policies make a positive contribution to supporting service delivery.	<p>The Career Break Policy has been revised and is now subject to Forcewide Consultation.</p> <p>Minor changes have been made to the Fairness at Work (Grievance) Policy and procedure due to the repeal of the Disputes Resolution Procedures 2004 and the introduction of the ACAS Code of Practice on Discipline & Grievance (April 2009). The changes were communicated to the Trades Unions, Staff Associations & internal Support Networks via internal memo and an "In Touch".</p> <p>A section on 'cyber bullying' has been formulated and incorporated into the Dignity at Work Policy. A Policy Development Forum has been set up to provide a coordinated and prioritised approach to policy development. Force Solicitors will be invited on to this Forum.</p> <p>The newly formed HR Practitioners Forum will monitor the key implementation of policies and raise any issues or lessons learnt.</p>
B	To develop, deliver and monitor all corporate recognition and reward initiatives including equal pay initiatives.	Head of HR Operations	Ongoing	Delivery of objectives within agreed timescales and performance indicators.	Recognition and Reward becomes an integral part of people management.	<p>A Long Service Ceremony was held on 13th July 2009 at Knowsley Hall, 58 recipients received a medal. Three Chief Constable's Commendation ceremonies were held on 21st August 28th and 29th September 2009. A total of 199 commendations were presented at these ceremonies, including 168 police officers and 31 police staff.</p> <p>The Total Policing Awards event will take place on 17th November 2009 at the Liverpool Anglican Cathedral. Planning for the event is on going. The Force judging Panel was held on 17th September 2009.</p> <p>A Police Staff Equal Pay Audit will be undertaken later this year when a scoping exercise will be carried out. Work is currently being undertaken to analyse the data. The Job Evaluation Process continues to be managed.</p>

Retention – continued

	OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
C	To ensure that the third party payroll and pension service provided in Merseyside Police is an effective and value for money quality service.	Head of HR Operations	Ongoing	<p>The providers meet targets in the payroll and pension contracts.</p> <p>All changes required are implemented effectively to time.</p>	<p>Payroll and pension services meet Force requirements and provide value for money.</p> <p>The Force adopts and communicates all national and local changes to Payroll and Pension Schemes.</p>	<p>All targets within the pensions contract have been met. Mouchel are continuing to work on the outcomes of the National Fraud Initiative and on the production of benefit statements.</p> <p>The targets within the payroll contract have in the main been met; payroll errors that have occurred as a result of contractor error are isolated to infrequent cases. The level of accuracy for June – September amounted to 99.94% of all payments received across both payrolls.</p> <p>A payroll governance group continues to report on contractor performance and issues.</p> <p>The pay awards for both police officers and police staff have been applied on time.</p> <p>Increases due in respect of London Weighting Allowance, Dog Handling Allowance and Competency Related Threshold Payments for police officers have been applied on time.</p> <p>The increase due in respect of Police Staff Standby Allowance has been applied.</p> <p>The Part Time Police Officers pensions buy back has commenced.</p>
D	To assess the results of the Payroll Provider benchmarking exercise and determine whether a tendering exercise is required.	Head of HR Operations	In accordance with the Contract and Payroll services	In accordance with the contract for payroll services.	Continuation of service that meets the Force requirements.	The outcomes of the Benchmarking exercise have been determined and a report prepared for COG detailing the recommendation for an extension to the existing five-year contract.
E	To improve our understanding of the reasons why officers and staff leave the organisation.	Head of HR Operations	Ongoing	Increased use of the exit questionnaire and interview processes.	Improved retention of trained and motivated staff as a result of addressing causes of resignations.	All officers and staff who leave the force, including those who retire are asked to complete an exit interview and invited to attend an interview with their BCU Commander/Department Head. Analysis from these processes is utilised to inform future HR Policy and retention strategy. Further information regarding reasons for leaving are attached in the Strategic Retention Report at Appendix 3.

DEVELOPMENT

Development						
OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE	
A To understand customer needs and provide responsive training to Merseyside Police and our key partners.	Head of The Academy	March 2010	Engagement mechanisms defined and circulated.	Define the engagement mechanisms for the Academy for customers, partners and the community.	On Track. Neighbourhood Governance meeting meets monthly to address issues. Meeting held 14/8/09 to discuss a way forward and coordinate training plans.	
		October 2009	Customer service standards defined, consulted and published.	Set Customer Service Standards.	Customer service standards have been prepared and published.	
		October 2009	Customer service performance measures are agreed and implemented.	Develop internal Academy process to analyse customer service data and respond.	Performance measures have been implemented in 2 nd quarter 2009/2010.	
		March 2010	Achieve Customer First accreditation.	Improved customer service.	Customer First' national accreditation achieved by Academy in May 2009.	
B To introduce innovative products and services that support forcewide training delivery.	Head of The Academy	March 2010	Neighbourhood programmes developed, piloted and implemented.	Develop new Neighbourhood Programme.	The Neighbourhood programme has been developed and is being delivered, in line with stakeholder and customer requirements.	
		March 2010	Workforce development plan created in line with the PURE requirements.	Develop workforce development plan to enable improved planning.	In conjunction with HRO Performance & Audit Team, a Workforce Planning tool is being developed and informs the development of a Workforce Development Plan.	
		July 2009	Talent management programme in operation.	Develop corporate talent management to improve service delivery.	Talent Management Programme has been developed and the first tranche of candidates have been selected.	

Development - Continued

OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
C To effectively manage services, training delivery and resources across organisational boundaries thereby utilising relevant expertise.	Head of The Academy	June 2009	Plan developed, consulted and implemented.	Develop corporate training plan.	Academy training plan is now available with agreed processes. Processes have commenced to compile training plan for 2010/2011.
		March 2010 & ongoing	Corporate and national standards are piloted.	Develop corporate QA, performance and evaluation framework.	The National QA framework will be implemented across the Force in April 2010. Initial data collection is underway across The Academy, BCU's and Departments, due to be collated by the Business Development Unit by end November 2009. National Performance Framework is currently out for consultation; Merseyside remains involved in its development.
D To develop and promote an Academy brand.	Head of The Academy	August 2009	Brand is established and corporate guidance issued.	Create brand identity for the Academy.	The Academy brand has been developed and is widely identified across the force.
		July 2009	Communication strategy developed, consulted and published.	Develop communication strategy.	Communication Strategy developed, but to be reviewed during Team Leader/Management Away Days in November.
		September 2009	Business Excellence inspection and feedback achieved.	Engage the Business Excellence model and improved service delivery.	Feedback received – Merseyside Police was nominated as a finalist. Full feedback now received and due to be disseminated and discussed during away days in November.

HEALTH SAFETY AND WELLBEING

Health, Safety and Wellbeing						
OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE	
A	Maximise attendance of all personnel by reducing sickness absence in order to ensure effective operational delivery.	Head of HR Operations	Quarterly update against plan	<p>SPI 13.1 – Percentage of available hours lost due to sickness for police officers – to improve against 2008/09 performance.</p> <p>SPI 13.2 – Percentage of available hours lost due to sickness for police staff – to improve against 2008/09 performance.</p> <p>Number of Medical Retirements – Police Officer – to monitor.</p> <p>Number of Medical Retirements – Police Staff – to monitor.</p>	Improved levels of attendance that ensures effective operational delivery.	<p>Police Officer attendance has remained consistent for each of the 3 months in the second quarter of 2009/2010 with performance at 3.7% for July, 3.7% for August and 3.6% for September. This is an improvement compared to 4.0%, 3.7% and 3.9% for the same period last year.</p> <p>Police Staff attendance for each of the 3 months in the second quarter of 2009/2010 was 5.8% for July, 5.1% for August and 4.9% for September. This is compared to 4.6%, 4.1% and 4.2% for the same period last year. Analysis shows an increasing trend in this quarter in absences relating to influenza for male and female police staff as well as operations for male police staff and stress for female police staff. Further analysis is ongoing to ascertain the reasons for this increase in absence.</p> <p>An Attendance Management Working Group has been set up to coordinate the analysis of sickness and the subsequent development and implementation of initiatives designed to address the issues identified.</p> <p>The HR Business Partners continue to proactively support and advising Area and departmental command teams in the review of all officers in restricted roles to ensure they are utilised to best effect in the delivery of front line services</p> <p>One Police Officer was medically retired between July and September 2009.</p> <p>There were no Police Staff medical retirements in the second quarter of 2009/2010.</p>

Health, Safety and Wellbeing - Continued

OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE	
B	Review and monitor the use of officers and staff on restricted and recuperative duties, ensuring that those remaining on such duties are employed in roles that fulfil the organisations needs.	Head of HR Operations	September 2009 Ongoing	Report the outcomes of the review to ACC People Development Directorate. Monitor the number of recuperative & restricted duties officers compared to 2008/09.	Optimum use of all Force resources to the benefit of the community.	This work requires a multi-disciplinary approach within the People Development Directorate. Initial work has commenced and a working group has been established. Policy and procedure is being reviewed and research with other organisations including NPIA is ongoing. As at the end of September 2009 there were 57 Police Officers on recuperative duties and 81 on restricted duties. At the same time last year there were 69 recuperative and 54 restricted. Recuperative and restricted duties is monitored on a weekly basis. In the last 12 months the numbers of recuperative duty officers has fluctuated between 54 and 76*. The numbers of restricted duty officers has fluctuated between 49 and 83.
C	To deliver the Strategy for a Healthy Workforce and associated delivery plans for each function.	Head of HR Operations	April 2009 – March 2010	All milestones in strategy and plans delivered as per agreed schedule and reported to MPA Resources & Strategy Committee.	The delivery of a proactive and efficient Health, Safety & Wellbeing service that support operational needs.	A report was provided for the July Meeting of the Resources and Strategy Committee; a further report has been requested for the next meeting. The 2008/2009 Wellbeing Plan has been completed and signed off by the Wellbeing Steering Group. A governance structure for Health & Safety, Occupational Health, Attendance Management and Wellbeing Plans is in place. The Attendance Management Policy and Toolkit are being revised and will be sent out for consultation in December.
D	Reduce the number of accidents incurred within the organisation with a proactive effort in order to maximise resources.	Head of HR Operations	Ongoing Quarterly updates against plan	Increase the use of near miss reporting by 25% compared to previous year. Reduce the number of workplace accidents by 5% compared to the previous year.	The provision of a safer working environment for all personnel.	For the period July - September 2009, the number of accidents reported within the Force has increased by 18.87% when compared to the same period in 2008. The number of working days lost as a result of these instances was 505 days in 2009 compared to 756 days in 2008 (23.2% reduction). For the period July - September 2009 the number of near miss reports increased by 20.68%.

Health, Safety and Wellbeing - Continued

OBJECTIVE		OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
E	To ensure a safe working environment that complies with Health and Safety legislation.	Head of HR Operations	<p>Monthly updates to Chief Officer Group and MPA re – safety matters</p> <p>Force Health & Safety Action Plan 2009/10, agreed by April 2009 and then delivered in accordance with agreed timescales</p>	<p>Monthly updates to Chief Officer Group and MPA re – safety matters.</p> <p>Implementation of a Force Health & Safety Action Plan 2009/2010, in accordance with agreed timescales.</p>	The provision of a safer working environment for all personnel.	<p>Monthly updates including emerging issues and incidents of note are provided, details of which are forwarded on to the Strategic Health and Safety Committee and the Police Authority.</p> <p>The Force Health and Safety Action Plan has been updated and is monitored by the Strategic Safety Committee on which the Police Authority is represented. Regular reports continue to be made to the Resources and Strategy Committee.</p> <p>A six month review of Health and safety provision has been conducted and this report includes an audit of safety provision to all BCU's and Departments.</p> <p>The Health and Safety Training Programme has been extended to include the IOSH Working Safely course, the Managing Safely for Senior Executive Officers and the numbers of other safety courses have been increased by 25%.</p>

LEADERSHIP

Leadership						
	OBJECTIVE	OWNER	TIMESCALE	PERFORMANCE MEASURE	OUTCOME	UPDATE
A	Ensure compliance with an effective PDR process.	Head of HR Services	Ongoing	95% of PDR's completed within 60 days of their due date.	Workforce is confident and competent in delivery of an effective PDR system.	The new ePDR process has been implemented, which this year saw the force reach its targets for compliance. Continued work on the system will enhance user ease and use of the process, so that it will be as much qualitative as it is quantitative.
B	To develop a strategic position in respect of workforce modernisation including issues such as career pathways and developing opportunities for Police Staff.	Head of HR Services	March 2010	Quarterly milestone reports submitted to Chief Officer Group.	The force will be better positioned to address all strands of workforce modernisation.	Development of a Strategic Workforce Assessment is currently ongoing. The assessment will address workforce capability and capacity and inform future recruitment and selection schedules, alongside the 2010/2011 Training Plan.
C	Evaluate and propose recommendations for revised selection processes for promotions to ensure that they are focused on identifying the best leaders to meet organisational needs.	Head of HR Services	September 2009	Full implementation of recommendations following evaluation.	To ensure that the best leaders are promoted to meet organisational needs.	The promotion process is currently under review. A workshop for key individuals who have been involved in the process, as assessors or candidates was recently held. Ideas and views have been collated to inform and advise the review.
D	Further continued development of mentoring programme.	Head of The Academy	Quarterly	20% increase in the numbers of mentors in place. 10% increase in the numbers of staff on formal mentoring programme.	Candidates for leadership posts are better prepared and developed, and more representation by female & minority staff.	A group of Learning Mentors has been recruited to support those undertaking the CMI qualifications linked to promotion, drawn from Merseyside staff. This is being further developed by liaising with the CMI Regional North West Manager to identify external learning mentors drawn from CMI members.
E	Development in the use of the national HPDS scheme for police officers, subject to the relaunch of the scheme by NPIA.	Head of The Academy	Ongoing	To increase in the numbers of police officers on the scheme. To monitor the number of female and BRM officers on the scheme.	Increased usage of national HPDS programme.	From the four applicants awaiting assessment, none were successful. There now remain 3 members of staff subject to HPDS. Consideration is being given to running a further process early 2010.
F	To introduce innovative leadership training products and services.	Head of The Academy	March 2010	Leadership programmes developed, piloted and implemented.	Develop new leadership programme and corporate talent management.	Candidates have now commenced the MSc in Police Leadership. 10 successfully obtained funding from the Academy, 5 people who have funding from Area and a further 3 who are self funding entirely. A HYDRA package is currently being developed in relation to Inspectors' statutory responsibilities, for roll out early 2010.

Merseyside Police

Glossary of Terms

A	
ACAS	Advisory, Conciliation and Arbitration Service
ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
APA	Association of Police Authorities
B	
BCU	Basic Command Unit
BMG	Business Management Group
BRM	Black & Racial Minorities
C	
CMI	Chartered Management Institute
COG	Chief Officer Group
CIPD	Chartered Institute of Personnel & Development
D	
DES	Disability Equality Scheme
DSG	Diversity Steering Group
G	
GES	Gender Equality Scheme
GMP	Greater Manchester Police
H	
HMIC	Her Majesty's Inspector of Constabulary
HPDS	High Potential Development Scheme
H&S	Health & Safety
HSE	Health & Safety Executive
I	
IPLDP	Initial Police Learning and Development Programme
IOSH	Institution of Occupational Safety and Health
J	
JDQs	Job Description Questionnaires
JMU	John Moores University
M	
MOPI	Management of Police Information

Merseyside Police

MPA	Merseyside Police Authority
N	
NCALT	National Centre for Applied Learning & Technology
NPIA	National Policing Improvement Agency
NVQ	National Vocational Qualification
O	
OHU	Occupational Health Unit
P	
PCS&TOs	Police Community Support & Traffic Officers
PDR	Personal Development Reviews
PIP	Professionalising Investigation Process
PURE	Police Use of Resources Evaluations
PSP	Personal Safety Programme
Q	
QA	Quality Assurance
R	
RES	Race Equality Scheme
RIDDOR	Reporting of Injuries, Diseases & Dangerous Occurrences
S	
SARA	Scanning Analysis Response Assessment
SLA	Service Level Agreement
SLDP	Senior Leadership Development Programme
SPI	Statutory Performance Indicator
T	
TRUE	Trust, Respect, Understanding, Empathy
TSG	Training Strategy Group
U	
UCLAN	University of Central Lancashire
W	
WCN	World Careers Network

Promoting & Managing Diversity

The purpose of this report is to present members with an overview of the work currently being delivered within Merseyside Police in relation to Promoting and Managing Diversity.

The Service has continued to progress in all strands of diversity through the work of the Diversity Unit, comprising three separate work streams covering Policy, Performance and Development, Positive Action and Community Engagement.

(Please note that this appendix contains figures up to 31 October 2009.)

Disability

As part of the ongoing commitment to disability, the Service hosted a one-day Disability Seminar in July 2009 involving disabled staff, the Disability Support Network and external professionals. The Merseyside Police website has also been redesigned to include different font sizes, background colours and "Listen to this page" facility to make it more user friendly to those with dyslexia or who partially sighted.

The Force continues to be recognised through the Department of Work and Pensions two-tick symbol as an employer who is positive about disabled people, providing assistance with reasonable adjustments and enlisting the support of external partner agencies where appropriate. Training continues to be delivered to staff on issues around disability awareness, mental health and welcoming diversity. The Positive Action Team have attended several events specifically targeted at people with disabilities looking for work and has worked closely with Remploy and the Merseyside Centre for the Deaf, providing careers advice and support with application forms, interview technique and preparation.

Workforce Disability Profile

The table below shows the make up of the Merseyside Police workforce as at 31st October 2009.

Headcount	Police Officers	Police Staff	Specials	Total
Male	3451	1096	261	4808
Female	1131	1768	162	3061
Total	4582	2864	423	7869

The following table shows the number of staff who have declared themselves as disabled. This figure relies entirely upon self-reporting by individual staff.

Headcount	Police Officers	Police Staff	Specials	TOTAL
Male	26	27	0	53
Female	10	28	0	38
Total	36	55	0	91

Workforce Gender Profile

The target within the 2009-2010 People Development Plan was to increase female Police officer representation to 23.5% of all police officers within the Force.

The following table as at 31st October 2009 shows that for Police Officers, male staff accounted for 75.3% and female staff 24.7%; as for Police Staff, there were 38.2% male and 61.8% female; and for the Special Constabulary, there were 61.7% male and 38.3% female. The overall percentage of female officers and staff is 38.9%.

Merseyside Police

Headcount	Male	Female	Total
Police Officers	3451	1131	4582
Police Staff	1096	1768	2864
Specials	261	162	423
Total	4808	3061	7869

The following table shows the number of Police Officers by rank and gender.

Headcount	Male	Female	Total
ACPO	4	2	6
Ch/Superintendent	14	0	14
Superintendent	35	5	40
Ch/Inspector	47	12	59
Inspector	214	36	250
Sergeant	569	107	676
Constable	2568	969	3537
Total	3451	1131	4582

The Diversity Unit continues to embrace diversity by establishing and developing links with external partner agencies and community groups to ensure that Merseyside Police is seen as an employer of choice.

The work of the Positive Action Team, in particular, focuses on recruitment and retention issues within the gender equality stream. A Careers Fair was held in September 2009 to encourage development of staff from under represented groups including females. An internal mentoring scheme for staff has been developed and a women's network has also been set up to identify the key issues facing women across the organisation and provide support to female staff. A number of sub-groups have been created to lead on specific issues affecting females. Also, events and seminars have been arranged to encourage women to remain and progress in the organisation.

Merseyside Police

Grade I to Grade L are considered senior grades.

The following table shows a breakdown of the number of Police Staff by grade and gender.

Headcount	Male	Female	Total
Director	1	0	1
Grade L2	1	0	1
Grade L1	1	0	1
Grade L	1	1	2
Grade K	2	4	6
Grade J	8	3	11
Grade I	3	4	7
Grade H	20	25	45
Grade G	35	40	75
Grade F	114	107	221
Grade E	92	137	229
Grade D	149	311	460
Grade C	403	542	945
Grade B	124	239	363
Grade AA	106	188	294
Grade AB	15	123	138
Protected Grade 3	1	0	1
Protected Scale 1/2	2	9	11
Protected Scale 2	5	0	5
Protected Scale 2/3	0	20	20
Protected Scale 3	3	10	13
Protected Scale 3/4	1	0	1
Protected Scale 4/5	2	1	3
Protected Scale 4/6	2	1	3
Protected Scale 6	1	2	3
Protected Scale S01/2	0	1	1
Apprentice	4	0	4
Total	1096	1768	2864

The following table shows the number of Special Constables by rank and by gender.

Headcount	Male	Female	Total
Specials Coordinator	2	0	2
Special Chief Inspector	8	0	8
Special Inspector	9	2	11
Special Sergeant	17	5	22
Special Constable	225	155	380
Total	261	162	423

Within the Specials structure, overall females account for 38.2%.

Merseyside Police

Race Equality

The Force is currently drafting its third Race Equality Scheme. It continues to meet the general duty to:

- ñ Eliminate racial discrimination
- ñ Promote equal opportunities
- ñ Promote good relations between people from different racial groups

The new scheme reflects on what has been learnt over the past four years and set out the work the force has done to put structures and systems into place to make sure race equality is central to all our services.

Recent activities in respect of race equality have included the work of the Positive Action Team at Recruitment Fairs and the Natural Born Leaders programme, an initiative run by the Merseyside Black Police Association. There has also been the refocusing of the work previously undertaken by BCU based Community Relations advisors. These posts have been renamed Community Engagement Officers and now actively promote all diversity initiatives throughout the Force, these being: - age, disability, faith or belief, gender, gender reassignment, pregnancy and maternity, race and sexual orientation, and social exclusion.



Each BCU has a SIGMA Unit (hate crime investigation). These units consist of a team of detectives trained to deal with Hate Crime, supported by uniformed officers and Police Staff. They investigate any crime committed because of a person's disability, race, religion, sexual orientation, or transgender status. Additionally, Merseyside Criminal Justice Board (a partnership comprising all of the Criminal Justice agencies) has engaged Stop Hate UK, in order to encourage the reporting of racist incidents and crimes. The Diversity Team has also worked along side the Merseyside Criminal Justice Board in hosting the Hate Crime on Trial series of events. A second series of these events is currently taking place.

Current employment statistics are as follows:

Rank	White		Mixed		Black or Black British		Asian or Asian British		Chinese or Other		Not stated		Totals	
	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male	Female
	Head count		Head count		Head count		Head count		Head count		Head count		Head count	
ACPO	4	1	0	1	0	0	0	0	0	0	0	0	4	2
Chief Superintendent	14	0	0	0	0	0	0	0	0	0	0	0	14	0
Superintendent	32	5	1	0	1	0	0	0	1	0	0	0	35	5
Chief Inspector	46	11	1	1	0	0	0	0	0	0	0	0	47	12
Inspector	212	35	0	0	0	1	1	0	1	0	0	0	214	36
Sergeant	555	104	11	2	1	1	1	0	1	0	0	0	569	107
Constable	2486	932	44	22	10	5	11	2	17	8	0	0	2568	969
PCS&TO	243	193	5	5	0	3	1	2	0	1	0	0	249	204
Police Staff	833	1541	2	7	4	3	3	3	4	10	1	0	847	1564
Specials	251	159	3	1	0	1	4	0	2	1	1	0	261	162
Totals	4676	2981	67	39	16	14	21	7	26	20	2	0	4808	3061

Health and Safety

The purpose of this report is to present members with an overview of the work currently being delivered within Merseyside Police in relation to Health and Safety.

Following centralisation of the Health and Safety function in April 2009, the Chief Officer Group requested a six-month review of Health and Safety provisions [September 2009]. This review has now been completed and the findings are set out below.

1. Review of Health and Safety Unit

Following a recommendation by the Health and Safety Executive in the 2006 HSE Audit of Merseyside Police, the Force Health and Safety Unit was centralised under the Structures and Ratios programme (With the approval of COG). This led to the establishment of the central Health and Safety Unit of four Safety Advisers, one Assistant Safety Officer, one Safety Manager and one Clerical Officer. This Unit now provides a service under the terms of a Service Level Agreement (SLA), signed by all BCU Commanders and Heads of Departments. The SLA has been utilised in a Force wide survey of all BCU Commanders, Supt Operations (as Safety Coordinators) and Heads of Departments as the basis for the six-month review. Reference to Accident and Near Miss statistics, training data and performance reports is also noted.

A six-month review was completed on the 24th October 2009, the results of which were very positive and action will be taken to improve performance and include:

- ñ The provision of the full and agreed training programme,
- ñ The safety team members attending formal inspections at BCUs and Departments,
- ñ The provision of advice and guidance within specified time parameters,
- ñ Attendance at all safety committees,
- ñ On site investigation for major injury accidents and incidents of note, and
- ñ Informing Command Teams and COG of emerging issues and matters of note.

2. Training provided

- ñ IOSH Managing Safely courses increased to 8 in 2009-2010 (Four courses provided to date).
- ñ 10-12 Working safely courses are planned 2009-2010 (new course),
- ñ 12 Risk Assessor courses are set for 2009-2010. (Seven provided to date)
- ñ 2 Executive Safety courses (New course) planned 2009-2010.

Class sizes for the IOSH Courses also increased by 12% (Now at a max of 20 students = 160 students per year). This figure is the maximum permitted under the Force/IOSH contract and will continue to facilitate full class participation.

3. Accident history

- ñ Reportable Accidents – April to September 2009 was 63 compared to 58 for the similar period in 2008.
- ñ Severity rates (lost time) April – September 2009 was 1104 compared to 1608 for the similar period in 2008.

4. Annual Health and Safety Audit results

- ñ All BCUs passed to Good or Best Practice level. In respect of Departments, all but one passed to Good or Best Practice level.

Health & Wellbeing

The purpose of this report is to present members with an overview of the work currently being delivered within Merseyside Police in relation to Health and Wellbeing.

Chief Officers and Members of the Merseyside Police Authority have a responsibility under Health and Safety Executive guidance on Managing Safely to ensure that duties and responsibilities are appropriately allocated and performed.

Key Developments

At the meeting of the MPA Resources and Strategy Committee on 30th July 2009, Members considered a report on Wellbeing at Work and an agreement was reached that the action plan for 2008/2009 had been successfully completed with some notable successes.

The Wellbeing Steering Group met on 9th September 2009 to continue driving initiatives to improve Health & Wellbeing in the Force, this includes;

- ñ A confidential financial helpline and website has been launched in conjunction with the Financial Services Authority (FSA). This was put in place to address particular concerns raised by the Police Federation. In addition, 3 FSA money guidance days have taken place and a total of 18 staff have benefited from one to one support;
- ñ The Taxi Home and Back initiative has been extended to include the return to work journey;
- ñ The Car Share Forum was officially launched in September 2009, the first posts have been made on the Forum; and
- ñ The Cycle to Work Scheme was officially opened in September 2009, with 340 successful applicants now owning new cycles and equipment.
- ñ The Health & Wellbeing Manager has been appointed as the HR representative for the Carbon Management Trust meetings.
- ñ A governance structure for Health & Safety, Occupational Health, Attendance Management and Wellbeing Plans has been put in place.
- ñ A definition and guidance on Cyber Bullying has been included in the Dignity at Work Policy;
- ñ A New & Expectant Mothers event "It's More Than Just a Bump" was held to support those expecting or planning a family and those undergoing fertility treatment or considering adoption. The event was very successful, the Policy Unit have prepared improved guidance for staff;
- ñ Additional Wellbeing Roadshows will be held throughout 2010. Thirty events have been held since July 2008 and 1669 staff who attended have benefited from this support;
- ñ Staff attending the Weight Watchers at work initiative have made a total weight loss of over 300lbs since February 2009;

Merseyside Police

Appendix 4

Retention

The purpose of this report is to present members with an overview of the current retention position within Merseyside Police.

Present Position

The analysis shows that from 1 April 2009 to 30 September 2009, 281 staff in total including normal retirements left the employment of the Force, which consisted of:

Table showing the overall total number of leavers

Leaver Type	Number	% of workforce
Police Staff	102	3.8%
Police Officers	124	2.7%
Special Constabulary	55	12.7%
Total	281	3.6%

Table showing only the number of female leavers

Role	Number	% of female workforce
Police Staff	50	2.8%
Police Officers	18	1.5%
Special Constabulary	27	16.1%
Total	95	3.0%

BRM Breakdown

6 Black & Racial Minority staff left the Force and on examination of their reasons for leaving, 2 took alternate employment, 1 gave no reason for leaving; 1 left to study (Special); 1 resigned voluntarily; and 1 transferred to Greater Manchester Police. Looking at the reasons, there is no cause for concern for this group of leavers during this 6-month period from 1 April 2009 to 30 September 2009.

Black & Racial Minority breakdown:

- 3 Police Staff – 2 male and 1 female
- 2 Police Officers – 1 male and 1 female
- 1 Special Constabulary – female

Reasons for BRM leaving:

- 2 Resigned to take alternative employment
- 1 Resigned other
- 1 Resigned to Study
- 1 Retired voluntary
- 1 Transferred to Greater Manchester Police

Merseyside Police

Gender – Female Breakdown

Out of the 95 female leavers the highest number were Police Staff at 50, followed by Special Constabulary group - 27. There were a variety of reasons for leaving, 10 retired and 13 gave no reason for resignation.

Reasons for leaving by female Police Staff (50):

- 1 Dismissed in probation
- 8 Resigned to take alternate employment
- 1 Resigned emigrated
- 1 Resigned health reasons
- 13 Resigned – no reason given
- 1 Resigned prior to discipline
- 3 Resigned to study
- 1 Resigned to travel
- 1 Resigned voluntary
- 10 Retired ordinary
- 7 Retired voluntary
- 3 Took voluntary redundancy

Female Police Staff that left by grade

Grade AA	2
Grade AB	3
Grade B	7
Grade C	18
Grade D	2
Grade E	3
Grade F	5
Grade G	2
Grade H	4
Grade I	1
Protected Grades	3
Total	50

Female Police Staff that left by Area / Departments

Wirral	3
Sefton	3
Knowsley	5
St Helens	3
Liverpool North	3
Liverpool South	2
All Departments	31
Total	50

Female Police Officers that left by rank

Constable	17
Chief Inspector	1
Total	18

Merseyside Police

Female Police Officers that left by Area / Departments

Wirral	3
Sefton	3
Knowsley	2
St Helens	1
Liverpool North	0
Liverpool South	5
All Departments	4
Total	18

Reasons for leaving by Female Police Officers (18):

- 2 Resigned to take alternative employment
- 3 Resigned other
- 12 Retired ordinary
- 1 Transferred to Greater Manchester Police

Special Constabulary Breakdown

Female Special Constables that left by rank

1 Special Sergeant, and 26 Special Constables left during the period

Female Special Constables that left by Area / Departments

Wirral	5
Sefton	4
Knowsley	2
St Helens	0
Liverpool North	13
Liverpool South	3
Total	27

Reasons for leaving by female Specials (27):

- 4 Resigned to take alternative employment
- 1 Resigned left the area
- 14 Resigned other
- 2 Resigned to study
- 2 Resigned voluntarily
- 4 Resigned due to work commitments.

Please note that during this period there were no leavers who were recorded as being disabled.

Merseyside Police

There were a total of 281 leavers from the Force over the 6-month period April to September 2009. This equates to 3.6% of the workforce and indicates a possible turnover rate of around 7.2% by the year-end. The Force turnover rate for 2007/08 was 11.77% and for 2008/09 13.18%. The CIPD published labour turnover rates for Public Services show an average turnover rate of 12.6% for 2008 in its Annual Survey Report 2009 on Recruitment, Retention and Turnover. The Force turnover rate therefore compares favourably to other similar public services. The predicted lower turnover rate for this year is likely to have been influenced by wellbeing and employee engagement initiatives as well as by the recession and subsequent increase in unemployment numbers across the country. The same CIPD Survey also stated that some of the most effective steps taken to improve staff retention are:

- ñ Increased learning and development opportunities
- ñ Improved selection techniques
- ñ Improved line management HR skills
- ñ Changes to improve work–life balance
- ñ Improved physical working conditions

Contained within the main body of the People Plan update report are details of the range of initiatives designed to address these areas and which have the potential to positively impact on retention rates within Merseyside Police.



To: The Chairperson and Members
of the Resources & Strategy Committee

Meeting: 17th December 2009

Report of the Temporary Chief Constable

Structures & Ratios Project – Outcome Evaluation Overview

1. Purpose of Report

The purpose of this report is to update Members in relation to the findings of the post implementation evaluation of the Structures & Ratios project.

2. Recommendation

Members are invited to note this report.

3. Background

3.1 The Structures & Ratios (S&R) project was established to reduce operating costs and improve the efficiency and effectiveness with which key support functions were delivered. The functions that were within the scope of the project were Personnel, Finance, Communication & Marketing and Audit & Inspection (AIP).

3.2 As a result of the design phase of the S&R project, recommendations were presented to Members for ratification to commence consultation (Resources & Strategy Committee 14th August 2008). The preferred options were then subject to extensive consultation and, where applicable, amended to reflect feedback.

3.3 The final options were then presented to Members at the Resources & Strategy Committee on 30th October 2008 and approved for implementation.

3.4 All four strands within the scope of the project have now gone live with the approved operating models. The Communication & Marketing strand operated to a different timescale and went live in October 2008, the remaining strands went live in May 2009.

- 3.5 Each strand has undertaken a post implementation evaluation to assess if the objectives detailed in the PID have been achieved. The attached report provides a composite evaluation of the project. Detailed below are the highlights of the findings of that report:

4. Outcome Evaluations Results

Detailed below is an overview of the key points to emerge from the evaluation of the Structures & Ratios project, the full report is attached.

Timeliness

- 4.1 The Personnel, AIP and Communications & Marketing strands all went live as per the scheduled “go live” date (May 2009). Due to extensive consultation and lengthy recruitment processes the new Finance operating model has come on line on a phased basis. It is expected that the finance model will be fully operational by November 2009.

PID Objectives – Delivery Overview

- 4.2 Where appropriate, the ethos of shared service type models has been embedded in the design of the operating model for each of the four strands. The need to maintain effective and efficient support functions has meant that shared service principles have been applied to the strands to varying degrees. In each of the strands there has been a degree of post implementation fine tuning to refine the operating models and any changes are being actively managed on an individual strand basis.
- 4.3 The S&R project achieved in the region of £1.44 million cashable savings and a further £508.5k non-cashable savings. The savings reflect a full year effect, however due to the complexities of the project this will not be fully achieved during 2009/10.
- 4.4 The S&R project identified a total of 50.8 police staff roles for deletion thus achieving the objective of rationalising police staff numbers. A further 12 Police Officers have been released from non-operational roles to be reallocated to front line duties.
- 4.5 The S&R project has delivered a series of operating models designed to reflect the delivery of quality support functions with a reduced resource base. A short period of time has elapsed since the “go live” dates. As the new structures and operating models mature and ‘bed in’ the full benefits identified as part of the S&R project should be realised.

- 4.6 The issue around professional qualifications and professionalisation of service delivery has been a key component of the S&R project. Extensive work was undertaken during the project to address professional qualification, specifically in relation to HR and Finance strands. The HR strand has a number of staff qualified or currently studying for qualification commensurate to their role. As a result of the work on the Finance strand the level of qualified staff has increased from 3% to 57% with the remainder studying for recognised accountancy qualifications.
- 4.7 The identification and monitoring of performance measures across the strands was a key consideration within the scope of the S&R project. Service Level Agreements (SLAs) for HR, Finance and Communications & Marketing have been put in place and incorporate key performance measures. The SLAs will be monitored on an individual strand basis identifying areas of good practice or improvement.

Key Dependencies

- 4.8 During the evaluation process a number of dependencies were identified that impacted on the achievement of full project benefits. Where applicable measures/ owners are in place to address/manage identified linked pieces of work. The importance of managing these dependencies through to conclusion has been highlighted to reduce the detrimental impact on the benefits achieved by the S&R project.

Future Work

- 4.9 A key finding of the evaluation process was the need to clarify the role and function of the Local Administrative Teams. It is deemed necessary to further define how the Local Administrative Teams link in with the newly implemented operating models of all four of the S&R strands.
- 4.10 In the case of the AIP strand, due to ongoing work in relation to the IT performance reporting systems a further review post implementation of the IT changes is required. Undertaking a review once IT enhancements are in place will enable an assessment to be made of the long-term sustainability of the standardised Organisational Intelligence Units (OIU) structures implemented as a result of the S&R project.
- 4.11 The further work identified by the evaluation process has been allocated to, and will be managed and driven forward by, the Chief Superintendent, Area Support and Co-ordination Unit (ASCU) and subsumed into their existing programme of work.

5. Financial and Staffing Implications

- 5.1 The commencement of further pieces of work in relation to the scoping of Local Administrative Teams and review of OIU structures will require the allocation of resources and inevitably carry opportunity costs. These financial and staffing implications will be borne by ASCU as the reviews identified will be subsumed into their existing programme of work.
- 5.2 As stated in paragraph 4.3, the S&R project achieved in the region of £1.44 million cashable savings and a further £508.5k non-cashable savings. The savings reflect a full year effect, however due to the complexities of the project this will not be fully achieved during 2009/10.

6. Risk Assessment

Failure to undertake the reviews and implement their recommendations would have resulted in the efficiencies and savings not being realised.

7. Equality and Diversity Impact Assessment

Equality and Diversity was considered as part of the individual strands throughout the life of the project. As proposals were finalised they were shared to ensure they complied with legislative requirements and force policy on diversity and equality issues.

8. Environmental Impact Assessment

There are no known environmental issues to be considered within this report.

9. Conclusion

- 9.1 The four strands of the S&R project have delivered the envisaged benefits as stated in the PID. The implemented operating models have already started to accrue benefits and will continue to do so as the service models mature. Significant savings were achieved as a result of this project along with the implementation of operating models designed to deliver services with increased efficiency and effectiveness.
- 9.2 On the whole the project was delivered within identified timescales, the Finance strand will come on line on a phased basis due to complexities specific to that strand. The evaluation process has highlighted that further pieces of work are to be undertaken in relation to defining the function of the Local Admin Teams and evaluate the sustainability of the standardised OIU structures post IT enhancements, this work will be owned and progressed by Ch/Supt ASCU.

- 9.3 Taking into account the achievement of the project objectives, as stated in the PID, the commitment to continuous development post implementation and the allocation of further pieces of work to an identified organisational owner, the S&R project has been signed off as complete.

Bernard Lawson
Temporary Chief Constable

Contact: Chief Supt Brinkley, Structures & Ratios Project Manager
Telephone: 0151 777 8072
Background Papers: Structures & Ratios Composite Evaluation Report (6/11/09)



To: The Chairperson and Members
of the Resources and Strategy Committee

Meeting: 17th December 2009

Report of the Temporary Chief Constable

Tender Monitoring and Standing Order 8 Exemptions

1. Purpose

1.1 The purpose of this report is to keep Members informed of the tendering process and Standing Order 8 exemptions followed by the force for the purchase of supplies, services or works of a significant amount (over £50,000 in any one case) as provided for in Standing Orders.

1.2 This report covers the period 6 March 2009 to 9 November 2009.

2. Recommendation

Members are invited to note this report.

3. Tender Process

3.1 Under Standing Order 7, a full tender procedure is required for supplies, services or works when the cost estimate is in excess of £50,000.

3.2 Under Standing Order 13, when that estimate is in excess of £200,000, the tenders are opened by a panel of Members, but otherwise tenders are opened in-house in the presence of either an Assistant Chief Constable or a Civilian Director and a member of the Force Solicitor's staff.

3.3 Members asked to be kept informed of how the process had been implemented by receiving details of tenders requested, opened and evaluated, and procurements made. In accordance with the Members' wishes, the attached report shows details of tenders where the size of the transaction was estimated as in excess of £50,000.

3.4 There is a requirement under Contract Standing Order 8 (iv) to report the use of exceptions to the tender process. This information has been collated from across the Force and is attached.

4. Financial and Staffing Implications

There are no direct staffing implications. All financial implications are given full consideration during the course of each tendering/awarding process and these are set out in the individual reports.

5. Risk Assessment

Without proper monitoring of the process of opening tenders and awarding contracts, there is the risk of compromising the integrity and transparency of the system, which could seriously undermine public confidence.

6. Equality and Diversity Impact Assessment

There are no equality or diversity issues associated with this report.

7. Environmental Impact Assessment

Where appropriate, each individual contract has completed risk assessments, which include analysis of environmental impact, and precautionary measures have been put in place when required.

8. Conclusion

This report details the tender monitoring process and Standing Order 8 exemptions, covering the period 6 March to 9 November 2009.

Bernard Lawson
Temporary Chief Constable

Contact: Helen Mercer, Force Solicitor
Telephone: 0151 777 8080
Background Papers: Standing Orders, Tender Monitoring returns and Standing Order 8 returns from relevant departments.

MERSEYSIDE POLICE AUTHORITY

To: The Chairperson and Members
of the Resources and Strategy Committee

Meeting: Thursday, 17 December 2009

TENDER MONITORING
SUMMARY SHEET

1.	TENDERS OPENED BY THE AUTHORITY (estimated cost more than £200,000)	
1.1	Provision of Uniform Shirts and Blouses (2 year supply) (Regional Contract)	
	Estimate:	£295,836.00 per annum
	Successful Tender:	£ 279,699.74 per annum
1.2	Supply of Waterproof Anoraks and Trousers (3 year contract with possible extensions of 3 periods of 12 months) (Regional Contract)	
	Estimate:	£431,037.00 per annum
	Successful Tender:	£233,621.00 per annum
1.3	Insurance Services Property Insurance and Fidelity Cover Estimate	
	Estimate:	£380,000.00 per annum
	Successful Tender:	£309,773.00 per annum

1.4	Supply of High Visibility Waterproof Coats and Over Trousers (3 year contract with possible 3 12 month extensions) (Regional Contract)	
	Estimate:	£1,394,275.00
	Successful Tender:	£850,091.01
1.5	Provision of a National Driver Offender Rehabilitation Scheme (3 year contract with possible 2 year extension)	
	Estimate:	£310.00 per course
	Successful Tender:	£309.00 per course
1.6	Repair and Maintenance of Building Fabric 1 July 2009 - 31 March 2010	
	Estimate:	£252,700.00
	(cumulative estimate)	(Hourly day work rate £18.20)
	Successful Tender:	£20.00 per hour
1.7	Salary Sacrifice Cycle to Work Scheme	
	Estimate:	No cost to MPA
	Successful Tender:	N/A. But in excess of £200,000.00 of business to successful tenderer.
1.8	Repairs and Maintenance of Electrical Services 1 July 2009 - 31 March 2010	
	Estimate:	£160,000.00
	(cumulative estimate on historical data at hourly day work rate of £20.24)	

	Successful Tender:	£22.89 per hour
1.9	Software Application to handle Force Intelligence Records	Not yet let - To be reported in next monitoring report
1.10	Japanese Knotweed	Not yet let - To be reported in next monitoring report
2.	TENDERS OPENED IN FORCE (estimated cost more than £50,000 but less than £200,000)	
2.1	High Visibility Lightweight Jackets (1 year contract with potential to extend for 1 year)	
	Estimate:	£134,181.25
	Successful Tender:	£129,457.86
2.2	Horticultural Maintenance (3 year contract with option to extend for 2 years)	
	Estimate:	£144,600.00
	Successful Tender:	£19,680.00 per annum
		£59,040.00 Total Cost
2.3	High Volume Photocopier (for 2 years)	
	Estimate:	£25,000.00 to £30,000.00 per annum
	Successful Tender:	£27,000.00 per annum
		£54,000.00 Total Cost

2.4	User Satisfaction Surveys (2 years with possible 1 year extension)		
	Estimate:		£120,000.00
	Successful Tender:		£119,618.00
2.5	First Aid Training and Tactical Medical Training		
	Estimate:	First Aid Tactical	£272.56 per student £465.00 per student
	Successful Tender	First Aid Tactical	£265.00 per student £450.00 per student
2.6	Maintenance of ANPR Systems		
	Estimate:		£94,000.00
	Successful Tender:		£30,749.00
2.7	Wallasey Police Station Data Centre Improvements - for 3 year remaining "life" of the Centre		
	Estimate:		£165,000.00
	Successful Tender:		N/A
			Scheme abandoned - too expensive (lowest bid £177,911.00 too high to justify given life of Centre).
2.8	Repairs and Maintenance of Air Conditioning Services and Systems - 1 July 2009 - 31 March 2010		
	Estimate:		£50,000.00 (based on hourly rate of £20 - £35)
	Successful Tender:		£34.00 per hour

2.9	Repairs and Maintenance of Boiler Services and Systems - 1 July 2009 - 31 March 2010	
	Estimate:	£50,000 (based on hourly rate of £20 - £33)
	Successful Tender:	£19.00 per hour
2.10	St Anne Street Custody Suite Improvements	
	Estimate:	£161,000.00
	Successful Tender:	£145,185.00
2.11	Lea Green Partial Re-Roofing	
	Estimate:	£97,000.00
	Successful Tender:	£72,553.00
2.12	Corporate Command Centre Consultancy	
	Estimate:	£180,000.00
	Successful Tender:	£127,000.00
2.13	Area Command Centre Birkenhead	
	Estimate:	£75,000.00
	Successful Tender:	£55,530.62

MERSEYSIDE POLICE AUTHORITY

STANDING ORDER 7

PURCHASES OVER £50,000

TENDER MONITORING

1. TENDERS OPENED BY THE AUTHORITY
(Estimated cost more than £200,000)
 - 1.1 PROVISION OF UNIFORM SHIRTS AND BLOUSES
(2 YEAR SUPPLY)
(REGIONAL CONTRACT)
 - (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

A regional contract for the supply of traditional white uniform shirts and blouses for the period of 2 years. It is force policy to ensure that officers and support staff are provided with the appropriate uniform and protective clothing to wear during the execution of their duties.

Merseyside Police collaborates with five other police forces in the northwest region to aggregate demand for this type of clothing to achieve economies of scale and best value. The produce specifications have been developed by all participating forces to ensure that the products are of a high quality and are suitable for purpose. Merseyside Police is the lead force for this contract.

- (b) Estimated cost and how arrived at:

The estimated cost for a 2 year contract was £295,836.00 and was based on the number of garments procured throughout the financial year 2007/08 and the costs incurred.
 - (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

36 companies expressed an interest in tendering and 15 tendered.
 - (d) Companies submitted tenders - listed alphabetically:

Corprotex Apparel
Cupid Exports UK
Dencowear Limited
Dimensions Clothing
Friso Present BV
Gritt Limited
Harrison Field Limited
Impact Company Clothing
NG Sport Limited
Simon Jersey
William Sugden & Sons Limited
Sunlight Direct
Tailored Image
Turner Virr
Uniforms For Work

- (e) Tender prices - listed in price order. Please note that sixteen prices are listed as one company submitted two bids. Each bid was based on manufacturing garments out of different types of fabric.

£279,699.74
£301,413.40
£369,348.02
£375,185.26
£398,646.30
£408,574.14
£416,311.76
£416,561.98
£422,863.54
£439,695.34
£440,149.12
£445,941.22
£513,700.34
£624,270.92
£656,437.56
£935,266.02

- (f) Successful tenderer:

William Sugden & Sons Limited

- (g) Successful tender sum:

£279,699.74

(h) Criteria for awarding contract:

The lowest tender price met the specification in all respects

(i) Any particular conditions:

No

(j) Consultants' Costs

N/A

(k) Environmental Impact

The company use recycled materials for packaging and have redesigned 'outer' cartons so that more garments can be packed without packaging itself increasing in bulk. This in turn maximises the quantity of goods placed in a container increasing the efficiency of shipping goods to the UK.

'Clean manufacturing processes' are used whereby machinery is well maintained eliminating dirt being transferred to garments in production and therefore the need to wash and dry garments prior to packing. This stops the unnecessary use of detergents and bleaches.

The company buses employees in to work to reduce the use of private vehicles.

The carrier distributing these garments on behalf of the contractor has published a carbon reduction strategy and is in partnership with the Carbon Trust to reduce its carbon footprint.

1.2 SUPPLY OF WATERPROOF ANORAKS AND TROUSERS
(3 YEAR CONTRACT WITH POSSIBLE EXTENSIONS OF 3 PERIODS OF 12 MONTHS)
(REGIONAL CONTRACT)

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

A regional contract for the supply of black waterproof coats and over trousers for the period of 3 years with the possibility of three 12 month extensions dependent upon satisfactory performance. It is force policy to ensure that officers and support staff are provided with the appropriate uniform and protective clothing to wear during the execution of their duties.

Merseyside Police collaborates with five other police forces in the northwest region and the Civil Nuclear Constabulary to aggregate demand for this type of clothing to achieve economies of scale and best value. The product specifications have been developed by all participating forces to ensure that the products are of a high quality and are suitable for purpose. Merseyside Police is the lead force for this contract.

(b) Estimated cost and how arrived at:

The estimated cost for a 3 year contract was £431,037.00 and was based on the number of garments procured throughout the financial year 2007/08 and the costs incurred.

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

46 companies expressed an interest in tendering and 10 tendered.

(d) Companies submitted tenders - listed alphabetically:

Cooneen, Watts & Stone
Cosalt International Limited
Dimensions Trading As Yaffy
G D Textile Manufacturing Co Ltd
Ilasco Limited
Ioma Clothing Company Limited
Monarch Textiles
Rig Equipment Limited
Simon Jersey Limited
Sioen UK

(e) Tender prices - listed in price order. Please note that nineteen prices are listed. This is because one company submitted five bids, one company submitted four bids and two companies submitted two bids each. Each bid was based on manufacturing garments out of different types of fabric.

£196,380.00 (Over trousers only)
£233,621.01
£237,330.00
£333,851.73
£349,715.97
£368,810.28
£370,311.21
£400,130.73
£408,840.12
£409,333.50
£413,112.78
£443,230.53
£445,344.33
£456,859.17
£478,871.46
£479,863.98
£502,260.75
£596,633.40
£622,526.67

(f) Successful tenderer:

Ilasco Limited

(g) Successful tender sum:

£233,621.01

(h) Criteria for awarding contract:

The lowest tender price met the specification in all respects.

(i) Any particular conditions:

No

(j) Consultants' Costs

N/A

(k) Environmental Impact

The contractor who has been awarded this contract has an Environmental Management System and is working with the Business Environment Partnership to become accredited to ISO 14001.

1.3 INSURANCE SERVICES
PROPERTY INSURANCE AND FIDELITY COVER ESTIMATE

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Insurance contract for:

Employers' Liability
Public Liability
Libel and Slander
Officials' Indemnity
Personal Accident
Travel
Engineering Plant Inspection
Engineering Plant Insurance

With effect from 1st May 2009

The insurance contract was tendered for a period of three years, with an option to renew for a further year. These are covers to limit the Authority's financial exposures.

- (b) Estimated cost and how arrived at:

£380,000 per annum or £1,140,000 on a 3 year contract basis, based upon the expiring contract prices.

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

The invitation to tender was sent to 19 insurers/claims handlers.

- (d) Companies submitted tenders - listed alphabetically:

ACE Europe
Risk Management Partners (on behalf of AIG, HSB and Gallagher Bassett)
Roy Sun Alliance
Top Marks Adjusters
Travelers (disqualified)
Zurich Municipal

- (e) Tender prices - listed in price order:

£8,112.00
£13,181.00
£37,525.00
£309,773.00
£475,356.00

(f) Successful tenderer:

Risk Management Partners
(on behalf of AIG, HSB and Gallagher Basset)

(g) Successful tender sum:

£309,773.00

(h) Criteria for awarding contract:

Insurance:
Cover
Price
Experience
Quality and range of services

Claims Handling services:
Experience
Quality and consistency of service
Price

Only 2 insurers were able to offer quotations for the whole package, these were Risk Management Partners (on behalf of AIG, HSB and Gallagher Basset) and Zurich Municipal

(i) Any particular conditions:

In view of the financial situation surrounding financial companies and AIG at the time, the Authority chose to pay premiums on a quarterly basis

(j) Consultants' Costs

The cost of the exercise was included within the annual consultancy contract.

(k) Environmental Impact

N/A

1.4 SUPPLY OF HIGH VISIBILITY WATERPROOF COATS AND OVER TROUSERS
(3 YEAR CONTRACT WITH POSSIBLE 3 12 MONTH EXTENSIONS)
(REGIONAL CONTRACT)

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

A regional contract for the supply of high visibility waterproof coats and over trousers for the period of 3 years with the possibility of three 12 month extensions dependent upon satisfactory performance. It is force policy to ensure that officers and support staff are provided with the appropriate uniform and protective clothing to wear during the execution of their duties. Where possible garments should be of a high visibility type.

Merseyside Police collaborates with five other police forces in the northwest region and the Civil Nuclear Constabulary to aggregate demand for this type of clothing to achieve economies of scale and best value. The product specifications have been developed by all participating forces to ensure that the products are of a high quality and are suitable for purpose. Merseyside Police is the lead force for this contract.

- (b) Estimated cost and how arrived at:

The estimated cost for a 3 year contract was £1,394,275.00 and was based on the number of garments procured throughout the financial year 2007/08 and the costs incurred.

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

46 companies expressed an interest in tendering and 11 tendered.

- (d) Companies submitted tenders - listed alphabetically:

Cooneen, Watts & Stone
Cosalt International Limited
Dimensions Trading As Yaffy
Ilasco Limited
Incorporatewear
Ioma Clothing Company Limited
Kreative Innovative Technology Limited
Monarch Textiles

Rig Equipment Limited
Simon Jersey Limited
Sioen UK

(e) Tender prices - listed in price order:

£850,091.01
£1,020,303.00
£1,049,910.00
£1,077,652.20
£1,130,613.40
£1,163,775.00
£1,229,340.40
£1,273,641.30
£1,334,361.70
£1,398,781.50
£1,436,246.80
£1,584,460.50
£1,659,842.70
£1,669,385.50
£1,723,655.80

(f) Successful tenderer:

Ilasco Limited

(g) Successful tender sum:

£850,091.01

(h) Criteria for awarding contract:

The lowest tender price met the specification in all respects.

(i) Any particular conditions:

No

(j) Consultants' Costs

N/A

(k) Environmental Impact

The contractor who has been awarded this contract has an Environmental Management System and is working with the Business Environment Partnership to become accredited to ISO 14001

1.5 PROVISION OF A NATIONAL DRIVER OFFENDER REHABILITATION SCHEME
(3 YEAR CONTRACT WITH POSSIBLE 2 YEAR EXTENSION)

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Merseyside Police in the field of traffic law enforcement is committed to the use of diversionary courses instead of prosecution. It is better to educate instead of prosecuting offenders, who may have had a lapse of concentration rather than deliberately breaking the law.

The National Scheme includes course for drivers 1) involved in minor traffic accidents, 2) low end speed offenders caught by road safety cameras and 3) those violating traffic caught by road safety cameras. All 3 courses were delivered separately. Now they will be delivered via one supplier.

The contract will be for a period of three years with an option to extend for a further two years.

- (b) Estimated cost and how arrived at:

National Speed Awareness Scheme (NSAS)	£ 90.00 per course
National Driver Improvement Scheme (NDIS)	£160.00 per course
Traffic Light Awareness Scheme (TLAS)	£ 60.00 per course

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

14 companies expressed an interest to tender.
14 companies were invited to tender.

- (d) Companies submitted tenders - listed alphabetically:

DriveTech(UK) Limited
Greater Manchester National Driver Improvement Scheme
HDT Driver Training
TTC Group Limited

- (e) Tender prices - listed in price order:

The following prices are based on the total of each company conducting one session of each course.

£309.00 (Speed Awareness £88.00, Driver Improvement £161.00, Traffic Light Awareness £60.00)

£318.00 (Speed Awareness £98.00, Driver Improvement £160.00, Traffic Light Awareness £60.00)

£323.00 (Speed Awareness £95.00, Driver Improvement £168.00, Traffic Light Awareness £60.00)

£327.50 (Speed Awareness £92.00, Driver Improvement £172.50, Traffic Light Awareness £63.25)

(f) Successful tenderer:

Greater Manchester National Driver Improvement Scheme (now trading as Drivesafe (National Driver Improvement Scheme)

(g) Successful tender sum:

£309.00

(h) Criteria for awarding contract:

The contract was awarded to the company offering the most competitive prices overall and fully meeting our user criteria.

(i) Any particular conditions:

None

(j) Consultants' Costs

None

(k) Environmental Impact Assessment:

None

1.6 REPAIR AND MAINTENANCE OF BUILDING FABRIC 1 JULY 2009 - 31 MARCH 2010

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Merseyside Police Properties - Repairs and Maintenance of the Building Fabric from 1st July 2009 to 31st March 2010.

To enable reactive breakdown repairs to be completed to building structures and fabric of all force buildings.

- (b) Estimated cost and how arrived at:

£252,700.00 (cumulative estimate based on historical data from previous years for this period with an hourly day-work rate of between £18-£20)

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

14 Companies invited to tender
All companies are on the Approved List of Contractors
10 Companies responded on time
4 Companies declined to tender

- (d) Companies submitted tenders - listed alphabetically:

D.J. Taylor Contractors Limited
F. Rogers Building Contractors Limited
Inham and Garner Limited
JFW Construction
M.J. Quinn Integrated Services Limited
Manorside Joinery Limited
Middleton Maintenance Services
North West Construction Limited
Speakman Limited
White Building Services Limited

- (e) Tender prices - listed in price order:

Tradesman - Hourly Rate

£18.44
£18.48
£18.60
£20.00
£22.00
£24.00
£24.72

£26.00
£26.07
£29.00

(f) Successful tenderer:

North West Construction Limited

(g) Successful tender sum:

£20.00 per hour (Tradesman)

(h) Criteria for awarding contract:

- ñ 10 Companies were evaluated by a Tender Information Panel, to ensure all documentation requested had been received and a Tender information checklist completed
- ñ Qualifying tenders were examined by a Tender Evaluation Panel re Tradesman/Labourer/Out of Hours rates, Business Continuity Plan, Company Structure, Business Resource Allocation, Health and Safety and a scoring Matrix completed
- ñ 3 Companies invited for interview
- ñ 1 Company selected

(i) Any particular conditions:

None

(j) Consultants' Costs

Nil

(k) Environmental Impact

There are no environmental issues associated with this report.

1.7 SALARY SACRIFICE CYCLE TO WORK SCHEME

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

The cycle to work scheme is a tax and National Insurance free scheme set up by the Government and Department for Transport to promote healthier journeys to work in line with the Home Office Strategy for a Healthier Police Force and the Force Wellbeing at Work initiative.

The contract will be for a period of two years only.

(b) Estimated cost and how arrived at:

There is no cost to the force, with those bidding charging no cost for the operation of the Scheme which includes administration, account management and scheme promotion. The service provider receives their profits from commission, from the suppliers, on each bicycle redeemed by our employees.

Although there is ultimately no cost to the force it would be conducting in excess of £200,000.00 worth of business through the Scheme with the successful contractor. The information was based on a force survey which highlighted over 200 personnel who were interested in participating with an option to spend each up to £1,000.00 (£500.00 on a bicycle and £500.00 on safety equipment).

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

2 companies were invited to tender under Framework Agreements.

(d) Companies submitted tenders - listed alphabetically:

Cyclescheme Limited
P&MM Limited

(e) Tender prices - listed in price order:

There would be no charge to the force for provision of the Scheme.

(f) Successful tenderer:

P&MM Limited

(g) Successful tender sum:

N/A

(h) Criteria for awarding contract:

The contract was awarded to P&MM Limited whose tender submission fully met our user criteria.

The tender submission from Cyclescheme Limited could not be included for evaluation due to the fact that correct instructions for submission were not adhered to, i.e. the official tender envelope was not used in the process

- (i) Any particular conditions:

None

- (j) Consultants' Costs

None

- (k) Environmental Impact

Other than the health benefits associated with the Cycle to Work Scheme it is a more sustainable way of traveling and will assist in reducing pollution and congestion

1.8 REPAIRS AND MAINTENANCE OF ELECTRICAL SERVICES 1 JULY 2009 - 31 MARCH 2010

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Merseyside Police Properties - Repairs and Maintenance of Electrical Services and Systems from 1st July 2009 to 31st March 2010

To enable reactive breakdown repairs to be completed to the plant and equipment of all force buildings.

- (b) Estimated cost and how arrived at:

£160,000 (cumulative estimate based on historical data from previous years for this period with an hourly day-work rate of between £20-£24)

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

13 Companies invited to tender
All companies are on the Approved List of Contractors
11 Companies responded on time
2 Companies declined to respond

(d) Companies submitted tenders - listed alphabetically:

B.R. Electrical and Mechanical Services Limited
Banson Electric Company Limited
Cox and Tyrer Limited
D & A Systems Limited
EPI Ashdale Engineering Limited
Glyn Nuttall Limited
I.E.D. Installations Limited
M.J. Quinn Integrated Services Limited
Middleton Maintenance Services Limited
Parry's Electrical Engineers Limited
Stokes Clarkson Electrical Limited

(e) Tender prices - listed in price order:

Tradesman - Hourly Rate

£18.69
£19.37
£19.50
£20.15
£22.46
£22.89
£22.94
£24.20
£25.96
£26.85
£30.00

(f) Successful tenderer:

Stokes Clarkson Electrical Limited

(g) Successful tender sum:

£22.89 per hour (Tradesman)

(h) Criteria for awarding contract:

ñ 11 Companies were evaluated by a Tender Information Panel, to ensure all documentation requested had been received and a Tender information checklist completed

- ñ Qualifying tenders were examined by a Tender Evaluation Panel re Tradesman/Labourer/Out of Hours rates, Business Continuity Plan, Company Structure, Business Resource Allocation. Health and Safety and a scoring matrix completed
- ñ 3 Companies invited for interview
- ñ 1 Company selected
- ñ Report of process produced for Direction of Resources for formal sign-off

(i) Any particular conditions:

None

(j) Consultants' Costs

Nil

(k) Environmental Impact

There are no environmental issues associated with this report

2. TENDERS OPENED IN FORCE

(Estimated cost more than £50,000 and less than £200,000)

2.1 HIGH VISIBILITY LIGHTWEIGHT JACKETS

(1 YEAR CONTRACT WITH POTENTIAL TO EXTEND FOR 1 YEAR)

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

A regional contract for the supply of lightweight high visibility jackets for the period of 1 year with the possibility of a 12 month extension dependent upon satisfactory performance. It is force policy to ensure that officers and support staff are provided with the appropriate uniform and protective clothing to wear during the execution of their duties. Where possible garments should be of a high visibility type.

Merseyside Police collaborates with five other police forces in the northwest region to aggregate demand for this type of clothing to achieve economies of scale and best value. The product specifications have been developed by all participating forces to ensure that the products are of a high quality and are suitable for purpose. Merseyside Police is the lead force for this contract.

- (b) Estimated cost and how arrived at:

The estimated cost for a 1 year contract was £134,181.25 and was based on the number of garments procured throughout the financial year 2007/08 and the costs incurred.

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

42 companies expressed an interest in tendering and 9 tendered.

- (d) Companies submitted tenders - listed alphabetically:

Cooneen, Watts & Stone
Cosalt International Limited
Dimensions Trading As Yaffy
Ilasco Limited
Incorporatewear
Monarch Textiles
Rig Equipment Limited
Simon Jersey Limited
Sioen UK

- (e) Tender prices - listed in price order:

£117,234.39
£129,457.86
£136,205.96
£146,298.06
£157,563.00
£168,935.10
£175,627.40
£186,170.99
£220,161.18

- (f) Successful tenderer:

Dimensions Trading As Yaffy

- (g) Successful tender sum:

£129,457.86

- (h) Criteria for awarding contract:

The lowest tender was for a garment which, on examination, did not meet the specification required. The second lowest tender from Dimensions Trading As Yaffy met the specification in all respects

- (i) Any particular conditions:

No

- (j) Consultants' Costs
N/A

- (k) Environmental Impact Assessment

The tender for this supply included a section on environmental and sustainable considerations. Evidence supplied by the winning tenderer established that it operates an Environmental Management System (EMS) certificated by the British Standards Institute to the international standard ISO 14001:2004. The company recycles paper and cardboard and uses materials with which to package its products

2.2 HORTICULTURAL MAINTENANCE (3 YEAR CONTRACT WITH OPTION TO EXTEND FOR 2 YEARS)

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

The service comprises of the provision of a quality horticultural maintenance service on landscaped and hard-land areas across the force to maintain the grounds in an acceptable state. This service will support the force's strategy on total professionalism, by presenting a professional image to the general public

The contract will be for a period three years with an option to extend by a further 2 years

- (b) Estimated cost and how arrived at:

The estimated cost of the contract was £144,600. This was based on the actual cost of the service at the time of going to tender over a potential 5 year period

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

41 Companies expressed an interest
41 Companies were invited to tender

(d) Companies submitted tenders - listed alphabetically:

ADJ Limited
Alben
Ash Lea Limited
Barrington Landscapes Limited
Barton Grange Landscapes
Cleanscape Limited
Continental Landscapes Limited
Countrywide Grounds Maintenance
English Landscape Maintenance Limited
Fastrack Maintenance Limited
FOCSA Services UK Limited
Ground Control Limited
Groundwork Merseyside
Heaven on Earth Landscape Limited
James Forshaw Ground Maintenance
MJ Hulton Limited
Marks New Gardens
Parkview Landscape Maintenance Limited
Peter Crosby Landscape Limited
PHS
Plants for Places
Professional Gardening Services
Sherratt Landscape Contractors
Springbrook

(e) Tender prices - listed in price order:

Price per annum

£19,680
£27,310
£32,380
£34,981
£39,540
£40,102
£42,980
£43,160
£48,448
£48,890
£48,982
£48,987
£49,623
£52,070
£55,476
£64,102
£69,360
£71,090
£75,787
£86,335
£87,400

£90,200
£107,525
£230,856

(f) Successful tenderer:

Countrywide Grounds Maintenance

(g) Successful tender sum:

Price per annum

£19,680 (for 3 years £59,040)

(h) Criteria for awarding contract:

The contract was awarded to the company that met all the specification criteria and submitted the lowest tender price

(i) Any particular conditions:

None

(j) Consultants' Costs

N/A

(k) Environmental Impact

The successful contractor has an environmental policy, which requires the company to take any practical steps to reduce any adverse environmental effects their business may have

2.3 HIGH VOLUME PHOTOCOPIER (FOR 2 YEARS)

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

To provide the Print Unit with a high volume, digital document management, colour photocopier for a contract period of two years in order for the Unit to maintain a totally professional and cost effective service to the force. The contract for the existing machine was up for renewal, with the three year old machine beginning to become prone to breakdowns due to a high volume throughput. Tenders were invited for the supply of a suitable replacement photocopier that could meet our high volume requirements

Costs were based on a machine rental plus charge per copy

(b) Estimated cost and how arrived at:

The estimated cost was between £25,000.00 and £30,000.00 per annum. The figure was based on an average cost over a two year period and our estimated volume of 1 million copies per annum, based on current contract information available. As the estimated figure was close to the £50,000.00 threshold, a formal tender process was undertaken

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

21 Companies expressed an interest to tender
21 Companies were invited to tender

(d) Companies submitted tenders - listed alphabetically:

ABS Soluciones Group
Arena Group
Canon (UK) Limited
DTP Group
Danwood Group Limited
Infotec UK Limited
Konica Minolta Business Solutions (UK) Limited
Oce UK Limited
Ricoh UK Limited
Sharp Electronics (UK) Limited

(e) Tender prices - listed in price order:

All prices per annum:

£24,616.12
£27,000.00
£40,837.96
£41,980.00 (Option 1)
£42,677.96 (Option 2)
£45,000.00
£46,746.88
£47,248.88
£61,899.78
£62,449.28
£84,570.00

(f) Successful tenderer:

Arena Group

(g) Successful tender sum:

£27,000.00 per annum (2 year contract awarded)
Total Cost : £54,000.00

(h) Criteria for awarding contract:

The contract was awarded to Arena Group as the second lowest bid providing a machine that fully met our user criteria

The cheapest bid of £24,616.22 was not considered as the specification required a machine with the capacity to exceed a throughput of 80,000 copies per month, however, the specification of the machine offered stated that volumes should not exceed 50,000

- (i) Any particular conditions:

None

- (j) Consultants' Costs

None.

- (k) Environmental Impact

In selecting the machine concerned we have signed up to the Toshiba Carbon Zero Scheme helping to reduce the impact of our carbon footprint. The carbon offsetting programme allows for investment and support in a number of projects in the UK and Developing World.

2.4 USER SATISFACTION SURVEYS (2 YEARS WITH POSSIBLE 1 YEAR EXTENSION)

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

A contract for the provision of the User Satisfaction Survey to Merseyside Police for 2 years for the possibility of a 12 month extension dependent on satisfactory performance and the mutual agreement of both parties.

Analysis of Policing and Community Safety (APACS) is a collection of policing performance indicators. APACS includes Statutory Performance Indicators (SPIs) derived from the User Satisfaction Survey.

There is a requirement for Merseyside Police to conduct telephone interviews with victims of crime to measure their satisfaction with service received. This includes interviews with victims of car crime, burglary, violent crime, road traffic collisions and those involved in racist incidents reported to the police.

This work fits into our Total Policing approach and to achieve our vision of being the best police service in the UK. The survey results provide independent customer feedback and directly inform performance in relation to the strategic priority of Total Care for Victims.

The satisfaction survey results from interviews with victims of car crime, burglary, violent crime, road traffic collisions and racist incidents populate the following indicators:

- ñ SP 1.1 Percentage of users who are satisfied with the overall service provided by the police aggregated for victims of domestic burglary, vehicle crime, violent crime and road traffic collisions.
- ñ SP 1.2 Satisfaction gap between white and minority ethnic users when comparing user satisfaction with the whole experience aggregated for victims of domestic burglary, vehicle crime, violent crime, road traffic collisions and racist incidents.
- ñ SP 1.3 Percentage of racist incident victims satisfied with the overall service provided by the police

(b) Estimated cost and how arrived at:

The estimated cost of a 2 year contract was £120,000.00. This was based on the costs incurred with the current contractor

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

The existing Framework Agreement for User Satisfaction Surveys commissioned by Thames Valley Police was used for this tender process. All seven companies on the Framework Agreement were sent tender documentation. Five companies submitted a formal bid by the closing time and date. One company submitted a formal bid by the closing time and date. One company submitted a bid after the closing time and date and, as required by Merseyside Police Authority Standing Orders and Financial Regulations, could not be opened.

(d) Companies submitted tenders - listed alphabetically:

BMG Research
MRUK Research
Maven
ORS Limited
Swift Research

(e) Tender prices - listed in price order:

£119,618.00
£129,048.00
£142,480.00

£143,308.00

£202,440.00

(f) Successful tenderer:

Maven

(g) Successful tender sum:

£119,618.00

(h) Criteria for awarding contract:

The lowest tender price met the specification in all respects.

(i) Any particular conditions:

No

(j) Consultants' Costs

N/A

(k) Environmental Impact

The service is based on interviews conducted by telephone and therefore the impact on the environment, although not measured, is expected to be negligible.

2.5 FIRST AID TRAINING

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

To provide a comprehensive modular First Aid training programme and refresher training, using the teaching material from NPIA that will meet the needs of all Merseyside Police's workforce.

There is also a separate requirement for Tactical Medical Aid training to Firearms Officers that complies with HSE and ACPO Enhanced Firearms First Aid Level.

As it was recognised that not all providers will be specialized in delivering advanced levels of First Aid training the contract would be divided into two lots. Lot 1 comprising Modules 1,2 and 3 being initial First Aid, Refresher and Custody Training. Lot 2 comprising Firearms and Medic First Aid Training.

The contract will be for a period of two years with an option to extend for a further one year.

(b) Estimated cost and how arrived at:

The current cost charged for Lot 1 training was £272.56 per student and £465 for Lot 2 training.

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

16 Companies expressed an interest to tender
16 Companies were invited to tender

(d) Companies submitted tenders - listed alphabetically:

Alexandra Medical Limited (Lot 1)
British Red Cross Society (Lot 1)
DHL Supply Chain (Lot 2 part)
Eduk8 Partnership Limited (Both Lots)
Hyperbaric Medicine (Both Lots)
North West Ambulance Service (Lot 1)
Safety-Risk-Management Limited (Lot 1)

(e) Tender prices - listed in price order:

The following are for Lot 1, priced per student based on 12 students participating on a course

£265.00
£360.00
£399.00
£440.00
£522.00
£720.00

The following are for Lot 2, priced per student based on 12 students participating on a course

£450.00
£525.00
£555.00

(f) Successful tenderer:

Alexandra Medical Limited (Lot 1)
Hyperbaric Medicine (Lot 2)

(g) Successful tender sum:

£265.00 (Lot 1)
£450.00 (Lot 2)

(h) Criteria for awarding contract:

The contract was awarded to the companies offering the most competitive prices and fully meeting our user criteria.

(i) Any particular conditions:

None

(j) Consultants' Costs

None

(k) Environmental Impact

None

2.6 MAINTENANCE OF ANPR SYSTEMS

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

The contract will be for the maintenance of all ANPR cameras, associated hardware and software systems for all sites across the force

(b) Estimated cost and how arrived at:

The current cost charge based on a five year contract was £94,000 per annum

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

5 Companies were invited to tender under the Buying Solutions Framework Agreement

(d) Companies submitted tenders - listed alphabetically:

Siemens PLC
Telent Technology Services Limited

(e) Tender prices - listed in price order:

£30,749.00
£49,280.00

(f) Successful tenderer:

Siemens PLC

(g) Successful tender sum:

£30,749.00

(h) Criteria for awarding contract:

The contract was awarded to the company offering the most competitive price and fully meeting our user criteria

(i) Any particular conditions:

None

(j) Consultants' Costs

None

(k) Environmental Impact

None

2.7 WALLASEY POLICE STATION DATA CENTRE IMPROVEMENTS - FOR 3 YEAR REMAINING "LIFE" OF THE CENTRE

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Main Contract: Wallasey Police Station - Data Centre Infrastructure Improvements.

The scheme was developed to improve the existing power and cooling infrastructure at the Wallasey Data Centre. This was to increase the cooling capacity of the Data Centre and to centralise and improve the power capacity and resilience of the electrical system, uninterrupted power system (UPS) and generator

- (b) Estimated cost and how arrived at:

£165,000.00

An external firm of consultants was engaged by the Estate Management Department to prepare a Schedule of Works.

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

6 Companies invited to tender

All companies selected are on the Approved List of Contractors. Four companies were chosen from the rotated list and the two lowest priced contractors from the previous similar scheme

5 Companies responded on time

1 Company failed to respond

- (d) Companies submitted tenders - listed alphabetically:

Banson Electric Company Limited

B.R. Electrical and Mechanical Services Limited

Cox and Tyrer Limited

Glyn Nuttall Limited

Parry's Electrical Engineers Limited

- (e) Tender prices - listed in price order:

£177,911.00

£179,175.45

£188,926.17

£192,877.00

£202,980.19

(f) Successful tenderer:

Scheme abandoned. Customer decided additional costs could not be justified for a possible 3 year period only as Data Centre will ultimately move to the new Wirral Area Command Centre

Estate Management Department are reviewing a range of cheaper options.

(g) Successful tender sum:

N/A

(h) Criteria for awarding contract:

N/A

(i) Any particular conditions:

N/A

(j) Consultants' Costs

£3,600 for 5 days consultancy which included the design and preparation of the Schedule of Works

(k) Environmental Impact

N/A

2.8 REPAIRS AND MAINTENANCE OF AIR CONDITIONING SERVICES AND SYSTEMS - 1 JULY 2009 - 31 MARCH 2010

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Merseyside Police Properties - Repairs and Maintenance of Air Conditioning Services and Systems from 1st July 2009 to 31st March 2010

To enable reactive breakdown repairs to be completed to Air Conditioning Plant and equipment of all force buildings.

(b) Estimated cost and how arrived at:

£50,000.00 (cumulative estimate based on historical data from previous years for this period with an hourly day-work rate of between £20 - £35)

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

9 Companies invited to tender
All companies are on the Approved List of Contractors
7 Companies responded on time
2 Companies failed to respond

- (d) Companies submitted tenders - listed alphabetically:

A. & T. Engineering Limited
All Seasons Construction Limited
B.R. Electrical and Mechanical Services
James Mercer (Preston) Limited
M.J. Quinn Integrated Services Limited
RSM Air Conditioning and Refrigeration
Select Air Services Limited

- (e) Tender prices - listed in price order:

Tradesman - Hourly Rate

£18.80
£29.00
£32.00
£34.00
£37.50
£41.25
£45.75

- (f) Successful tenderer:

Select Air Services Limited

- (g) Successful tender sum:

£34.00 per hour (Tradesman)

- (h) Criteria for awarding contract:

- 7 Companies were evaluated by a Tender Information Panel, to ensure all documentation requested had been received and a Tender information checklist completed
- Qualifying tenders were examined by a Tender Evaluation Panel re Tradesman/Labourer/Out of Hours rates, Business Continuity Plan, Company Structure, Business Resource Allocation, Health and Safety and a scoring matrix completed
- 3 Companies invited for interview
- 1 Company selected
- Report of process produced for Director of Resources for formal sign-off

(i) Any particular conditions:

None

(j) Consultants' Costs

Nil

(k) Environmental Impact

There are no environmental issues associated with this report.

2.9 REPAIRS AND MAINTENANCE OF BOILER SERVICES AND SYSTEMS - 1 JULY 2009 - 31 MARCH 2010

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Merseyside Police Properties - Repairs and Maintenance of Boiler Services and Systems from 1st July - 31st March 2010

To enable reactive breakdown repairs to be completed to Boiler Plant and equipment of all force buildings

(b) Estimated cost and how arrived at:

£50,000.00 (cumulative estimated based on historical data from previous years for this period with an hourly day-work rate of between £20-£33)

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

10 Companies invited to tender
All companies are on the Approved List of Contractors
5 Companies responded on time
5 Companies declined to respond

- (d) Companies submitted tenders - listed alphabetically:

B.R. Electrical and Mechanical Services Limited
Ford Heating and Electrical Maintenance
James Mercer (Preston) Limited
M.J. Quinn Integrated Services Limited
Middleton Maintenance Services Limited

- (e) Tender prices - listed in price order:

Tradesman - Hourly Rate

£19.00
£23.75
£29.00
£34.30
£42.00

- (f) Successful tenderer:

M.J. Quinn Integrated Services Limited

- (g) Successful tender sum:

£19 per hour (Tradesman)

Submitted tenders analysed - successful tenderer found to have submitted very competitive price.

- (h) Criteria for awarding contract:

- ° 5 Companies were evaluated by a Tender Information Panel, to ensure all documentation requested had been received and a Tender information checklist completed

- Qualifying tenders were examined by a Tender Evaluation Panel re Tradesman/Labourer/Out of Hours rates, Business Continuity Plan, Company Structure, Business Resource Allocation, Health and Safety and a scoring matrix completed.
 - 2 Companies invited for interview.
 - 1 Company selected.
 - Report of process produced for Director of Resources for formal sign-off
- (i) Any particular conditions:
None
- (j) Consultants' Costs
Nil
- (k) Environmental Impact
There are no environmental issues associated with this report.

2.10 ST ANNE STREET CUSTODY SUITE IMPROVEMENTS

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Main Contract: St Anne Street - Custody Suite Cell and Accommodation Upgrade.

The Custody Suite cell and accommodation annexe was upgraded, following a report to COG in December 2008 regarding lack of cell space at critical periods and the Force's commitment to support Operation Safeguard.
- (b) Estimated cost and how arrived at:

£161,000.00

Estate Management Department prepared a Schedule of Works.
- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

6 Companies invited to tender
All companies selected are on the Approved List of Contractors
4 Companies were chosen from the rotated list and the two lowest price
contractors from the previous similar scheme
5 Companies responded on time
1 Company failed to respond

(d) Companies submitted tenders - listed alphabetically:

Allenbuild Limited
Harry Fairclough Construction Limited
Morgan Ashurst plc
North West Construction NW Limited
Whitfield and Brown Limited

(e) Tender prices - listed in price order:

£142,696+ £2,489 (Arithmetical errors/omissions) = £145,185.00
£157,208.00
£159,158.69
£168,367.59
£181,579.00

(f) Successful tenderer:

Allenbuild Limited

(g) Successful tender sum:

£142,696 + £2,489 = £145,185.00

(h) Criteria for awarding contract:

Contract awarded to lowest Tenderer

(i) Any particular conditions:

None

(j) Consultants' Costs

N/A

(k) Environmental Impact

There are no environmental issues associated with this report.

2.11 LEA GREEN PARTIAL RE-ROOFING

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Lea Green Training Facility: Partial Re-Roofing.

This was the final phase of 7, to completely recover the roof, required due to multiple leaking problems. A 20 years guarantee is now in place for the whole of the roof.

- (b) Estimated cost and how arrived at:

£97,000.00

Estate Management Department prepared a specification.

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

6 Companies invited to tender

All companies are Tremco Approved Contractors, required to achieve a 20 year Tremco Guarantee

6 Companies responded on time

- (d) Companies submitted tenders - listed alphabetically:

BBR Roofing

Everlast Waterproofing

Fullwood Roofing Limited

K. Pendlebury & Sons

Phoenix Roofclad

Sanderoof Limited

- (e) Tender prices - listed in price order:

£58,340.00 (did not comply with specification)

£72,553.00

£83,392.00

£88,304.00

£91,563.00

£98,843.00

- (f) Successful tenderer:
K. Pendlebury & Sons
- (g) Successful tender sum:
£72,55.00
- (h) Criteria for awarding contract:
Contract awarded to lowest Tenderer who had complied with Tender Specification.
- (i) Any particular conditions:
None
- (j) Consultants' Costs
None
- (k) Environmental Impact
There are no environmental issues associated with this report.

2.12 CORPORATE COMMAND CENTRE CONSULTANCY

- (a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Main Contract: Corporate Command Centre - Feasibility Study Stage Two.

The Feasibility Study, Stage Two is required to advise on the most appropriate solution to the provision of a Corporate Command Centre, to determine which units are to be incorporated, the future of units which may not be included, the format of the building solution and to prepare a business-case for the project, to establish its affordability in the context of the Estate Strategy.

The study will involve an analysis of the report produced at the completion of Stage One and to examine the challenges to efficient operation presented by the current estate. It will also develop a strategic vision for future service delivery, prepare a strategic accommodation brief, develop the building solution, undertake outline designs and financial modeling and develop the designs through an iterative process to achieve affordability, to assess and recommend the procurement route and delivery options.

(b) Estimated cost and how arrived at:

£18,000.00

The Estate Strategy Department prepared a brief.

(c) Expressions of interest / Invitation to tender:
(the numbers in each case)

22 Companies invited to tender

All companies are from two OGC Buying Solutions frameworks that comprehensively covered the scale and nature of advice required i.e. The Multi-Disciplinary Consultancy and Project Management panels.

8 Companies responded on time

1 Company responded late (not considered)

(d) Companies submitted tenders - listed alphabetically:

Drivas Jonas

Ernst & Young

EC Harris LLP

KPMG LLP

Mace

Pick Everard (non-compliant)

RLB

Turner & Townsend PM Ltd.

(e) Tender prices - listed in price order:

£62,000.00

£121,509.00

£127,000.00

£177,208.17

£184,264.00

£198,407.00

£475,000.00

£767,710.00

(f) Successful tenderer:

Mace

(g) Successful tender sum:

£127,000.00

(h) Criteria for awarding contract:

- ñ 8 Companies were evaluated by a Tender Information Panel to ensure all documentation required had been received and a Tender information checklist completed.
- ñ Qualifying tenders were examined by a Tender Evaluation Panel re Evidence of Performance and Understanding of Brief, Communication Strategy, Financial Evaluation, Property Strategy, Quality and Presentation of the submission and overall Understanding of the Brief and a scoring matrix completed.
- ñ 2 Companies invited for interview.
- ñ 1 Company selected.
- ñ Agreement received from Estate Strategy Programme Board following the evaluation of all Tenders.

(i) Any particular conditions:

None.

(j) Consultants' Costs

Nil.

(k) Environmental Impact

There are no environmental issues associated with this report.

2.13 AREA COMMAND CENTRE BIRKENHEAD

(a) A description of the works / supply required with an indication of how the work / procurement fits force development / strategy:

Main Contract: Wirral Area Command Centre - Site Investigation.

The Site Investigation is required to obtain information on the physical properties of soil at the proposed Rivers Site, Beaufort Road, Wirral, to help determine the correct design for the foundations for the proposed structure of the building.

The site investigation works will include the obtaining of samples to determine physical properties of the soils and rocks including test pits, trenching, boring and in situ tests. It will also help to assess levels of contaminants in the ground and also locate any underground services.

- (b) Estimated cost and how arrived at:

£75,000.00

The Estate Strategy Department engaged the services of lead Consultants for the Wirral ACC Project, Turner & Townsend (T&T) together with the structural engineers Gifford, to provide an estimate for the site investigation.

- (c) Expressions of interest / Invitation to tender:
(the numbers in each case)

The MPA approved list of contractors does not contain a category for this type of work and T&T together with Gifford, recommended six companies to tender for the works.

The tenders were reviewed by Gifford and by T&T for both technical and financial compliance against a detailed scoring matrix.

6 Companies invited to tender.

4 Companies responded on time.

2 Companies failed to respond.

- (d) Companies submitted tenders - listed alphabetically:

Allied Exploration and Geotechnics Ltd
Fugro Engineering Services Ltd
Geotechnics Ltd
Norwest Holst Soil Engineering Ltd

- (e) Tender prices - listed in price order:

£44,699.20 - failed to comply with tender requirements
£49,454.00 - failed to comply with tender requirements
£52,799.00 - failed to comply with tender requirements
£55,530.62

- (f) Successful tenderer:

Fugro Engineering Services Ltd

- (g) Successful tender sum:

£55,530.62

(h) Criteria for awarding contract:

Although not the lowest tender price, Fugro provided detailed financial information where others did not, as well as detailed technical information concerning aquifer protection as well as providing clear evidence that they had attended site. They also provided information as to their business quality management and business continuity measures where the other organisations did not.

On the basis of this and all other information provided, T&T recommended that Fugro should be the site investigation contractor as overall their bid provided the best value for money.

(i) Any particular conditions:

Estimated costs were based upon advice provided by T&T consultants.

(j) Consultants' Costs

The consultants' fees are included within the overall professional fees for the Wirral ACC project.

(k) Environmental Impact

N/A

MERSEYSIDE POLICE AUTHORITY

STANDING ORDER 8

EXEMPTION FROM THE REQUIREMENT TO OBTAIN TENDERS

RECORD OF S.O. 8 EXEMPTIONS
7 MARCH 2009 - 9 NOVEMBER 2009

1. AREA OPERATIONS
 - 1.1 Purchase of Two Portable Metal Detecting Poles for detection of Knives

Supplier: Metrasens Ltd.

Cost: £11,400.00

Exemption: Patented or proprietary items where no suitable alternative available
 - 1.2 Purchase of Support Equipment for Drone Spares Kit, Batteries, Charger 4 Way Base

Supplier: Air-Robot UK

Cost: £5,289.00

Exemption: Patented or proprietary items where no suitable alternative available
 - 1.3 Purchase of Sharp School Advice Reporting Page System enabling students to report incidents confidentially

Supplier: Tropica Web Design

Cost: £10,530.00
(NB funded from Home Office TKAP Programme)

Exemption: Patented proprietary item where no suitable alternative available

2. CITIZEN FOCUS
- 2.1 Confidence Campaign - It All Adds Up
Preliminary Work
- Supplier: Origin Creative Design
- Cost: £7,500.00
- Exemption: The urgent supply of services where there is no time to obtain quotations or tenders
- 2.2 Online Media Office to give 24/7 access to news releases etc. for registered press and media - to link with existing systems.
- Supplier: GOSS
- Cost: £12,430.00
- Exemption: Patented or proprietary articles where no suitable alternative is available
- 2.3 Extension of 'Da Boyz' Play to a Prison Setting 'Da Boyz Banged Up' to illustrate prison life
- Supplier: Pull Up a Chair Theatre Co.
- Cost: £15,000.00
- Exemption: Patented or proprietary article where no suitable alternative is available (in this case copyright lies with the Supplier)
- 2.4 Truth and Consequences Education Programme about the consequences of violent crime for primary and secondary students
- Supplier: Support After Murder and Manslaughter Charity supported by the 'Disarm Group'
- Cost: £15,000.00
- Exemption: Patented or proprietary article where no suitable alternative is available

3. OPERATIONS SUPPORT
- 3.1 Two Fingerprint Foundation Courses
- Supplier: NPIA
- Cost: £11,080.00
- Exemption: Patented or proprietary article where no suitable alternative is available
(the NPIA are the sole providers of this course)
- 3.2 Maintenance and Support National Special Branch System
- Supplier: SERCO
- Cost: £6,075.01
- Exemption: Patented or proprietary article where no suitable alternative is available
(There is only one supplier agreed by PITO)
- 3.3 Supply of After Burner Digital Records for Technical Support Unit
- Supplier: Ovation Systems Ltd
- Cost: £16,620.00
- Exemption: The supply of goods or services or works when there is no valid commercial reason to obtain quotations or tenders
(There is a framework agreement in place which allows forces to 'call off' of recorders at a pre-arranged price)
- 3.4 Licence for extension of Software Database for ANPR following re-location
- Supplier: Compsoft Plc
- Cost: £7,330.00
- Exemption: Patented or proprietary articles where no suitable alternative available

4. RESOURCES

4.1 Research into Domestic Abuse - Merseyside

Supplier: University of Liverpool

Cost: £15,000.00

Exemption: The supply of goods services or works when there is no valid commercial reason to obtain quotations or tender

(Further research into earlier research and funded by the Merseyside Criminal Justice Board)

4.2 Purchase of Software for Facial Recognition Pilot

Supplier: Bluestar Software

Cost: £23,400.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.3 Purchase of Corvus Mobile Stop Search Licensing

Supplier: Bluestar Software

Cost: £35,000.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.4 Consultancy support - Estate Strategy

Supplier: Fairway Development

Cost: £55.00 per hour

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.5 Purchase Extract of Crime and Custody data from Corvus

Supplier: Bluestar Software

Cost: £7,800.00

Exemption: Patented or proprietary articles where no suitable alternative available

4.6 Purchase of Extract of Intelligence data from FIS

Supplier: Northgate Information Systems

Cost: £9,000.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.7 Purchase of Software to display prisoner information on Corvus

Supplier: Bluestar Software

Cost: £15,580.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.8 Purchase of Firearms Registry alerts for Corvus

Supplier: Bluestar Software

Cost: £5,200.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.9 Purchase of Motolocator system

Supplier: Motorola

Cost: £61,000.00

Exemption: a) the purchase of patented or proprietary articles where no suitable alternative available

b) the supply of goods and services or works in respect of which there is no valid commercial reason to get quotations and tenders

4.10 Purchase of Bluestar STORM Corvus Interface

Supplier: Bluestar

Cost: £45,658.00

- Exemption: a) the purchase of patented or proprietary articles where no suitable alternative available
- b) the supply of goods and services or works in respect of which there is no valid commercial reason to get quotations and tenders

4.11 Purchase of software to manage RIPA Telecommunications Authorities

Supplier: Planview UK Limited

Cost: £46,250.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.12 Purchase of software, installation and training of users to manage RIPA Telecommunications Authorities

Supplier: Geoff Smith Associates (GSA)

Cost: £65,000.00

Exemption: No tender or quotation is required if the supply of goods and services are obtained through purchasing framework, consortium or call off arrangements in which the force is an agreed participant

4.13 Maintenance Contracts Proprietary Equipment (Cell call system)

Supplier: Commend UK

Cost: £23,694.12 per annum

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.14 Maintenance Contracts Proprietary Equipment (Fast rising screens)

Supplier: Safetell

Cost: £23,925 per annum

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

- 4.15 Maintenance Contracts Proprietary Equipment (Intruder Alarm Monitoring)
- Supplier: Radium Security Systems Limited (via Redcare)
- Cost: £8,778.23 per annum
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.16 Maintenance Contracts Proprietary Equipment (BEMS)
- Supplier: TAC System
- Cost: £38,590.00 per annum
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.17 Purchase display MAPPA and other FIS warning flags on Corvus
- Supplier: Bluestar
- Cost: £7,800.00
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.18 Purchase Facility to mark/edit inaccurate records on Corvus
- Supplier: Bluestar
- Cost: £24,700.00
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.19 Purchase of ICCS Maintenance Sungard Public Sector
- Supplier: Sungard Public Sector
- Cost: £717,270.00 (three year maintenance)
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.20 Purchase extract of data for the PNC (extract from Corvus)

Supplier: Bluestar

Cost: £61,750.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.21 Purchase extract of data for the PNC (extract from FIS)

Supplier: Northgate

Cost: £28,574.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.22 Purchase of CARM to STORM Interface

Supplier: Concord

Cost: £17,000.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.23 Purchase of Bullet Traps

Supplier: ECC

Cost: £7,644.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

4.24 Purchase of Corvus security development work for tagged incidents

Supplier: Bluestar

Cost: £7,150.00

Exemption: The purchase of patented or proprietary articles where no suitable alternative available

- 4.25 Purchase of SunGard TRSI Interface
- Supplier: SunGard
- Cost: £44,370.00
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.26 Purchase of Steria MDIS Development work
- Supplier: Steria
- Cost: £8,500.00
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.27 Software Enhancement (to existing system) to supply NPIA Mapping System
- Supplier: GOSS
- Cost: £9,100.00
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
- 4.28 Software to enhance existing Data Warehouse to enable more effective Audits of Use
- Supplier: Bluestar Software Ltd
- Cost: £9,750.00
- Exemption: The purchase of patented or proprietary articles where no suitable alternative available
5. HUMAN RESOURCES
- 5.1 Database for Training Delivery Plan
- Supplier: Solution 123 Limited
- Cost: £5,530.00
- Exemption: Urgent supply of goods services or works where there is no time to obtain quotations or tenders

- 5.2 To Create Comprehensive Schools Liaison Officer Module building upon existing course
- Supplier: Liverpool John Moores University
- Cost: £15,000.00
- Exemption: The supply of goods or services when there is no valid commercial reason to obtain a quotation or tender
- 5.3 Provision of Promotion Process Assessors to provide continuity
- Supplier: Lynda Evans, Sandra Goodwin, Pauline Lloyd
- Cost: £63,184.00
- Exemption: The supply of goods services or works when there is no valid commercial reason to obtain quotations or tenders
- 5.4 Provision of Specialised Matting for Taser Training
- Supplier: Ultimat
- Cost: £17,331.65
- Exemption: a) The supply of goods when there is no valid commercial reason to obtain quotations or tenders
- b) supply which the Home Office has specified
- 5.5 Purchase of Online Personal Health Management System
- Supplier: Revitalised Ltd
- Cost: £15,000.00
- Exemption: a) The urgent supply of goods or services or works when there is no time to get quotations or tenders
- b) the supply of services or works when there is no valid commercial reason to get quotations or tenders
- 5.6 Provision of Stress Management Training
- Supplier: Robertson Cooper
- Cost: £39,230.00

- Exemption: a) The urgent supply of goods or services or works when there is no time to get quotations or tenders
- b) the supply of services or works when there is no valid commercial reason to get quotations or tenders

5.7 Provision of Training - Diploma in Health & Safety (2 courses)

Supplier: Wigan & Leigh College

Cost: £9,200.00

Exemption: The urgent supply of services where there is no time to get quotations or tenders

5.8 Provision of MSc In Police Leadership

Supplier: Liverpool Hope University

Cost: £72,737.00

- Exemption: a) Patented or proprietary articles where no suitable alternative is available
- b) the supply of services when there is no valid commercial reason to get quotations or tenders

5.9 Provision of National Training Costing Model Licence and Software

Supplier: C.A.C.I.

Cost: £5,000.00

- Exemption: a) Patented or proprietary articles where no suitable alternative is available
- b) supply which the Home Office has specified