

22 February 2006

Direct Line 0151 285 5507

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 2nd March 2006** in the Meeting Room, Merseyside Police Authority Offices, 3rd Floor, Mercury Court, Tithebarn Street, Liverpool commencing at **2.00pm.**

An agenda for the meeting is enclosed.

Yours faithfully

A handwritten signature in black ink, appearing to read 'Sheena Ramsey', with a small mark to the right.

Sheena Ramsey
Chief Executive

MEMBERSHIP

Elected Members

A Blackburn
K Deakin (Chairperson)
Lady Doreen Jones
W Weightman
Mrs K Wood

Magistrate Members

Mr M J Amos JP
Mr J F Williams JP

Independent Members

Mrs D Clark
Mr T C Kelly
Prof A B Zack-Williams

MERSEYSIDE POLICE AUTHORITY
RESOURCES AND STRATEGY COMMITTEE

2nd MARCH 2006

AGENDA

PART 1

Apologies.

ITEM	PAGE
1. <u>DECLARATIONS OF INTEREST</u>	
2. <u>MINUTES</u>	1.

To receive as a correct record the minutes of the meeting of the Committee held on 15th December 2005.

REPORTS OF THE CHIEF CONSTABLE

3. Personnel Plan 2005/2006 – 3rd Quarterly Update	5.
4. Situation Report – Service Improvement Review of Vehicle Crime	31.
5. Situation Report – Service Improvement Review of Alcohol Related Violent Crime	37.
6. Training Plan Update 2005-06 (Third Quarter – 1st April to 31st December 2005	43.
7. Management Review of Forensic Medical Examiners (FMEs)	53.
8. <u>ANY OTHER ITEM(S) WHICH THE CHAIRPERSON DEEMS TO BE OF AN URGENT NATURE</u>	

PART 2

Under Section 100A(4) of the Local Government Act 1972, the public may 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 the paragraphs 7, 8 and 9 of Part 1 of Schedule 12A to the Act:-

REPORT OF THE DIRECTOR OF PROPERTY SERVICES

9. **Annual Report on the Performance of the Merseyside Police Authority Estate** 57.
10. **ANY OTHER ITEM(S) 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 15th December 2005 in the Meeting Room, 3rd Floor, West House, Mercury Court, Liverpool, the following members were present:-

Elected Members

A Blackburn
 K Deakin (Chairperson)
 Lady D Jones
 W Weightman
 Mrs K Wood

Magistrate Members

Mr M J Amos JP

Independent Members

Mrs D Clark
 Mr T C Kelly
 Prof A B Zack-Williams

Apologies

Apologies for absence were received from Mr J Williams JP who was on MPA business.

36. Minutes

The minutes of the meeting of the Committee held on 3rd November 2005 were received as a correct record and signed by the Chairman.

37. Presentation

The Committee considered the presentation by John Hampson on the progress on implementation of the Information Systems Strategy.

RESOLVED That the report be noted.

38. Provisional Local Government Financial Settlement 2006/07

The Committee considered the joint report of the Treasurer and Chief Constable, which provided Members with an initial assessment of the financial implications of the Provisional Settlement to the Police Authority and effect on the Authority's Budget Strategy.

RESOLVED That the Police Authority be requested to: -

- (i) recommend that in respect of the Budget preparations for 2006/07, the Chief Constable and the Treasurer consider the options available to deliver the Policing Service in the light of the anticipated deficit within the current approved spending plan; and

- (ii) endorse the proposal to bring the issues contained within the report to the attention of the Home Secretary, Local MP's and Association of Police Authorities.

39. Personnel Plan 2005/2006 – 2nd Quarterly Update

The Committee considered the report of the Chief Constable, which provided Members with an update on performance against the Personnel Plan 2005/2006 for the second quarter, July to September 2005.

During consideration of the report, the Assistant Chief Constable advised that a Health Support theme would be introduced in 2006.

RESOLVED That the report and progress in respect of the issue, be welcomed.

40. Procurement Department – Annual Report 2004-2005

The Committee considered the report of the Chief Constable, which presented Members with the Procurement Department's Annual Report for 2004/05, which included details of goods and services procured on a regional and national basis.

RESOLVED That the report be noted.

41. Sickness Criteria for De-selection

The Committee considered the report of the Chief Constable, which provided Members with information on the number and outcomes of appeals following the implementation of the revised Force Sickness Criteria for De-selection Policy.

RESOLVED That the report be noted.

42. Update on 30+ Scheme and Retired Officers' Database

The Committee considered the report of the Chief Constable, which updated Members on the implementation of the 30+ Scheme, which was introduced in December 2004 as a national Home Office pilot scheme. The report also provided an update on the Retired Officers' Database.

RESOLVED : -

- (i) That the report be noted; and
- (ii) that a further report be submitted to the Committee prior to the implementation of the Retired Officers' Database.

43. Mobile Police Station Services within Liverpool City Centre

The Committee considered the report of the Chief Constable, which provided Members with an update on the deployment of the Mobile Police Station within Liverpool City Centre.

RESOLVED : -

- (i) That the report be noted; and
- (ii) that the numbers of visits made to the Mobile Police Station in comparison to the number of visits made to the previous Cop-Shop, be reported to a future meeting of the Committee.

44. Update on The Police Service National ABC Costed Model

The Committee considered the report of the Chief Constable which advised the Committee on compliance with the Home Office Manual of Guidance for production of the ABC Costed Model and provided an overview of the overall results of the 2004/05 ABC Outturn Project and also made comparisons with the 2003/04 ABC Outturn Project.

RESOLVED : -

- (i) That the report be noted; and
- (ii) that a further report be submitted to a future meeting of the Committee on the Home Office data base containing the results of other Forces for 2004/05.

45. Local Government (Access to Information) Act 1985

RESOLVED That in accordance with the provisions of the Local Government Act 1972, the public 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 7, 8 and 9 of Part 1 of Schedule 12 to the Act.

46. Sale of Police Authority Owned Property 206A and 206B Clipsley Lane, Haydock, St Helens

The Committee considered the report of the Director of Property Services, which informed Members on the upto date position with regard to the sale of Police Authority owned property.

RESOLVED That the Police Authority be requested to: -

- (i) Formally declare the property surplus to operational requirements;
- (ii) approve the sale of the freehold interest in the Police Authority owned property at 206A and 206B Clipsley Lane, Haydock, St Helens, as detailed in the report;
- (iii) authorise the Head of Legal Services to prepare and execute the necessary documentation; and
- (iv) authorise the Director of Property Services to effect a sale of the property to another purchaser on the best terms obtainable, in the event of the current prospective purchaser not proceeding to completion.

47. Sale of Police Authority Owned Property – Derbyshire Hill, St Helens

The Committee considered the report of the Director of Property Services which sought approval to the sale of Police Authority owned property at Derbyshire Hill, St Helens as detailed in the report.

RESOLVED That the Police Authority be requested to: -

- (i) Approve the sale of Police Authority owned property at Derbyshire Hill, St Helens as detailed in the report; and
- (ii) Authorise the Head of Legal Services to prepare and execute the appropriate documentation.

Minutes 36 to 47 received as a correct record on the 2nd day of March 2006.

Chairperson of the Committee
(The meeting closed at 3.40 pm)



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

Meeting: 2nd March 2006

Report of the Chief Constable

Personnel Plan 2005/2006 – 3rd Quarterly Update

1. Purpose

The purpose of this report is to present Members with an update on performance against the Personnel Plan 2005/2006 for the third quarter, October to December 2005.

2. Recommendation

Members are invited to note this report.

3. Background

- 3.1** Chief Constables are required to produce annual personnel plans, agreed with their Police Authority. The Personnel Plan 2005/2006 is designed to meet this requirement and to indicate the organisational approach to the prioritisation of personnel issues that meets operational needs and enhances service delivery.
- 3.2** The plan closely follows the APA guidance under “People Matters” which details what Police Authorities should expect to see within their own respective plans. Additional tailoring has ensured that local issues are addressed, meeting the Force policing philosophy and organisational objectives.

4. The Priorities

- 4.1** As Members are aware the Force’s strategic vision and objectives have been achieved through the Personnel Plan. ‘People Matters’, the Association of Police Authorities Framework for Oversight, provides a useful template for categorising activities, objective setting and monitoring achievement. The Force’s six key priority areas of work are outlined below: -

- Diversity;
- Recruitment & Resourcing;
- Retention;
- Development;
- Health, Safety & Welfare; and
- Leadership.

5. Delivery

- 5.1 This plan has been underpinned with delivery plans to ensure objectives and outcomes are achieved. The Assistant Chief Constable (Personnel) has conducted regular performance review meetings to ensure that delivery is achieved against the Personnel Plan. Regular comparison of Force (and Area/Department) performance is conducted to allow effective assessment against agreed targets.
- 5.2 This is the third quarterly update against the Personnel Plan 2005/2006 and contains information relating to objectives that are 'live' for this period.
- 5.3 In addition, Members have been provided with supplementary reports regarding the following: -
- Development (Appendix 1);
 - Leadership (Appendix 2); and
 - Recruitment & Resourcing (Appendix 3).

6. Financial and Staffing Implications

- 6.1 Staff are both the Organisation's greatest asset and greatest financial cost. In order to realise maximum 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.

7. Risk Assessment

- 7.1 Without a structured approach to managing its most important resource, its people, the Force would have difficulties in meeting its organisational objectives.

8. Conclusion

- 8.1 The Force continues to build on its good work to get the right people in the right places at the right times in a way that embraces the benefits of diversity and equality. Through the Personnel Plan, the Force's strategic vision and objectives will be achieved.

Bernard Hogan-Howe
Chief Constable

Contact: Sara Hughes, Personnel Strategy Manager
Telephone: 0151 777 8215
Background Papers: Personnel Plan 2005/2006
APA Oversight of People Matters

4. Managing Diversity

Goal: - To treat all people with dignity and respect at all times so we can improve the confidence and satisfaction of the communities of Merseyside.

Managing Diversity						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
A	To lead on the implementation of the Race Equality Scheme (RES) for the Personnel Directorate.	Head of Personnel Policy – Jackie McCreaney	Programme in place May 2005 Quarterly updates against programme	Actions successfully implemented from programme within agreed timescales.	Achieve objectives of RES.	A 6 monthly report, which relates to the areas covered by the Race Equality Scheme Employment Duty criteria was submitted to December's DSG. There were no significant issues of concern raised relating to disproportionality.
B	To communicate emerging issues surrounding diversity and equality legislation.	Head of Personnel Policy – Jackie McCreaney	Ongoing	Number of visits to Areas/Departments. Increased level of satisfaction from key customers. Provision of a quarterly strategic update to P&TSG and DSG.	Increased awareness of diversity issues.	Issue 4 Newsletter has been produced for Personnel Managers and feedback received indicates this information item to be useful and current on legislative changes and employment matters. Surgeries with Area & Departmental Personnel Managers continue to take place and provide a mutual platform for the sharing of corporate and local employment issues.
C	To reinforce the diversity message through a series of structured learning events. Further work in respect of diversity training will be progressed in Objective K within the Development Section.	Head of MD&T – Supt Peter Edge	Ongoing	Number and % of staff who receive diversity training by module, Area and Department. Target - 95% of staff to receive diversity training.	A continued improvement in community and staff satisfaction in respect of diversity matters.	Total Trained is 6697 which equates to 97% of all staff who have been trained up to and including 20/1/06. There are 35 courses planned from January - October 2006.

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Managing Diversity - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
D	To co-ordinate and contribute to the aims and objectives of the Gender Agenda through an agreed work plan.	Head of Personnel Policy – Jackie McCreanney	Work Plan in place by May 2005 Ongoing delivery against timescales within plan	Actions successfully implemented within agreed timescales.	To achieve objectives of the Gender Agenda.	Meetings continue to take place as planned; minutes of each meeting together with the work plan are placed on Merlin for Force wide accessibility. The Part-time Network Support Group inaugural meeting took place on 14 November 2005 where the Group had the opportunity to share and discuss the Draft Terms of Reference. At the next meeting on 13 February 2006, a Chair Person will be elected and the Terms of Reference will be approved. The elected Chair will have a seat on the Gender Agenda Steering Group and will be a member of the Diversity Steering Group. The Disability Network Group also held their first meeting on 23 November 2005 to discuss their Terms of Reference. At the next meeting on 10 February 2006, a Chair Person will be elected and the Terms of Reference will be approved. The elected Chair will be a member of the Diversity Steering Group.
E	To facilitate a collaborative approach with all relevant representative groups and support networks.	Deputy Chief / ACC (Personnel)	Ongoing	Increased attendance of representative groups and support networks at appropriate meetings. Increased effectiveness of consultative machinery evidenced by feedback from representative groups and support networks.	To ensure effectiveness of representative groups and support networks.	Some Areas & Departments have progressed this matter. Where improvements have yet to be made, Area & Departmental Personnel Managers are being encouraged during regular surgery visits to invite Support Networks to attend their local JNCC meetings. This will continue to be monitored and a report submitted to DSG in March 2006.
F	To develop and co-ordinate the delivery of a plan to progress matters raised in the Breaking Through Action Plan in relation to recruitment, retention and development.	Head of Personnel Policy – Jackie McCreanney	Quarterly updates until December 2005	Production of timescaled action plan by April 2005. Objectives delivered within agreed timescales.	To achieve and improve upon targets set in respect of minority ethnic groups.	Following consultation with the Initial Police Learning and Development Programme (IPLDP) Probationer Training Unit the standard operating procedures for Professional Development Units within Areas now incorporate the recommendations of the Breaking Through Action Plan in relation to recruitment, training and allocation of Tutor Constables.

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Managing Diversity - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
G	<p>To provide management information and analysis to the Force, Areas and Departments on personnel related diversity issues included within the Race Equality Scheme with a specific focus on employment duty.</p> <p>Develop and implement corporate action plans to address matters highlighted through the above analysis.</p>	Head of Personnel Policy – Jackie McCreaney	<p>Quarterly</p> <p>By July 2005 and then ongoing review</p>	Production of timely analysis and delivery of action plans that evidence increased awareness and decision making in relation to minority groups.	Highlight areas for improvement and development ensuring equality for all members of the force.	The DSG report outlined at Section A is to be discussed by a full meeting of the Personnel Strategy Group in order to identify items for action.
H	To raise the trust and Confidence of staff in the internal grievance procedures.	Head of Personnel Policy – Jackie McCreaney	Quarterly	Monitor levels of grievances from minority groups and present analysis on a quarterly basis to DSG.	Increased trust and confidence of staff in internal grievance procedures.	<p>The draft Fairness at Work Policy has been agreed in principle following initial consultation with Trade Unions and Staff Associations. Amendments have been made to take into account issues raised.</p> <p>Force-wide consultation is due to take place in January 2006.</p>

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5. Recruitment and Strategic Resourcing

Goal - To recruit and then deploy a skilled, healthy and diverse workforce to do the right jobs, at the right time, in the most flexible and effective way.

Recruitment and Strategic Resourcing						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
A	Ensure that police and police staff recruitment targets are met.	Supt Peter Clarke	By March 2006	100% compliance with targets. Police officer strength maintained and 100% of CFF funding achieved.	To recruit the right staff to meet operational needs and to reflect the community that we serve.	The police recruitment target for 2005/06 is 180. To date 125 recruits have been appointed and 2 further intakes are planned. Additionally, 18 transferees have been appointed.
B	To improve public perception of the police service as a career option by developing a Positive Action Strategy and delivery plan in response to the views of local communities, Home Office research and guidance documents (e.g. Breaking Through Plan).	Supt Peter Clarke	Implement strategy and plan by August 2005 Ongoing monitoring	Implementation and communication of strategy and plan and delivery of objectives within set timescales. 4% black minority ethnic recruitment for police and police staff. 33% female representation in recruitment for police officers.	Recruitment will reflect the diverse population and command the confidence of all our communities.	6.29% of police recruits for the period April to December 2005 are from BME backgrounds. (9 BME officers recruited against an annual target of 7.2). 46.85% of police recruits appointed in the past 3 quarters are female (67 female officers recruited against an annual target of 60). The Force has therefore achieved its targets for 2005/06. Recruitment of BME Police Staff is below the 4% target at 1.16%. As police staff recruitment is a devolved activity, workshops have been held with Area and Departmental Personnel Managers to highlight this issue and provide advice and guidance with regard to BME recruitment and the external organisations that can provide assistance. Supt Clarke has raised this at P&TSG and the Recruitment Department have compiled a Positive Action Toolkit. A draft of this guide has been circulated for feedback to the local Personnel Managers at a workshop in December. The toolkit provides practical guidance relating to encouraging and supporting BME applicants for Police Staff posts. This continues to be closely monitored.

Recruitment and Strategic Resourcing - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
C	To implement the principles of the Race Equality Scheme (RES) which will include identifying and resolving recruitment, resourcing and promotion issues across the force.	Supt Peter Clarke	Programme in place May 2005 Quarterly updates against programme	Actions implemented from programme within agreed timescales.	Achieve objectives of RES.	All Recruitment and Resourcing policies have been examined and are now RES compliant. The Force is currently part of a Home Office Pilot for a work-based Promotions Pilot. Data is being recorded nationally from all Pilot Forces. From this a National Policy will be formulated which will include RES and Positive Action Processes.
D	To develop and implement a programme of work to deliver an extensive recruitment campaign to extend our Police Family to over 9000 staff by 2008 by increasing the use of specials, CSOs, volunteers and others.	Supt Peter Clarke	Programme in place by July 2005 Quarterly updates against programme	Increased numbers of Special Constables, CSO's, volunteers and others.	To raise the profile of Merseyside Police within our communities and increase public reassurance.	The Personnel Department was given responsibility for the recruitment of Specials in June 2005. A detailed recruitment plan is now in place to achieve a target of an additional 120 Specials by the end of this financial year. To date, 70 officers have been recruited. A recruitment plan for CSOs is also now in place to recruit a minimum of 34 by the end of the current financial year and 117 in 2006/2007. Work is still ongoing with the Force Modernisation Team in relation to the recruitment of volunteers. The volunteers' policy has been approved and a joint major marketing campaign for Specials and volunteers commenced in September 2005.
G	To improve the representation of minority staff at each rank/grade and within specialist roles.	Supt Peter Clarke	Ongoing	Increase in proportion of minority staff at each rank/grade and within specialist roles.	Selection and promotion processes which are free from barriers for advancement of minority staff.	This work is ongoing, particularly within Force Crime Operations Unit (FCOU) and Operational Support Unit (OSU). The percentage of the department who are female has risen from 31% (94 females, 209 males) to 35.9% (107 females, 191 males) in FCOU and from 15% (68 females, 385 males) to 15.18% (85 females, 475 males) in OSU.

6. Retention

Goal - To be the employer of choice for the employee of choice.

Retention						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
A	To ensure that personnel policies and procedures meet organisational needs and comply with all legislative requirements.	Head of Personnel Policy – Jackie McCreaney	Programme of work agreed by April 2005 Quarterly updates against programme	Number of policies developed / reviewed and implemented.	Personnel policies make a positive contribution to supporting operational policing.	Consultation has commenced with the Staff Associations and Trade Unions in respect of the revised Home & Work Life Balance Policy and Procedure and Forcewide consultation will take place in February 2006. Sexual Orientation/Sexuality Policy has been shared initially with the Vice-Chair of the Gay, Lesbian and Bi-sexual Support Network Group for their views. Comments received have been considered and consultation is now taking place with the various Trade Unions and Staff Associations. Areas and Departments comments have been invited by Monday 30 January 2006. This policy incorporates guidance in respect of the Civil Partnership Act 2004.
B	To ensure that staff support networks are fully engaged as internal partners through regular meetings with senior managers, staff associations, and trade unions to inform policy development.	Head of Personnel Policy – Jackie McCreaney	Ongoing	Positive feedback that evidences improved working relationships and consultation processes. Minutes of meetings to evidence attendance of key parties.	To ensure the effectiveness of support networks.	Two Harmonised Staff Support Network Groups have been established, the Part Time Staff Support Network and the Disabled Staff Support Network. Further meetings are due to take place in February 2006. At these meetings a Chairperson will be elected after which, they will be invited to engage and participate at corporate and local meetings.
C	To implement the principles of the Race Equality Scheme (RES) which will include identifying and resolving issues relating to employee relations and retention across the force.	Head of Personnel Policy – Jackie McCreaney	Programme in place May 2005 Quarterly updates against programme	Compliance and implementation of RES. SPI 3f – Ratio of officers from minority ethnic groups resigning to all officer resignations - 1:41 SPI 3g – Percentage of female officers compared to the overall force strength - 19%	Achieve objectives of RES.	A six monthly report has been completed, which relates to the areas covered by the Race Equality Scheme Employment Duty criteria and focused upon leavers was submitted to Decembers DSG. There were no significant concerns raised regarding disproportionality.

Retention – continued						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
E	To lead on forcewide recognition and reward which includes the delivery of the staff satisfaction survey and the implementation of subsequent recommendations.	Head of Personnel Policy – Jackie McCreaney	Ongoing	Delivery of programme of work.	Increased staff satisfaction.	<p>A Forcewide analysis of the Gala Awards Evaluation Questionnaire has been undertaken and a COG report prepared seeking the views from Chief Officers regarding the structure, format and process for the Gala Awards 2006. Presentations are being arranged Forcewide for the award of certificates to those with good attendance. A Procedure is being formulated to cover the award of an additional day's leave for those with 5 years or more full attendance as at 31/03/06.</p> <p>The Hay Job Evaluation Scheme continues to operate effectively with only 4 Appeals currently being handled; 173 jobs were evaluated in 2005. An Equal Pay Audit has been undertaken which suggests that our continued use of a job evaluation system places Merseyside Police in a good position with no significant disparity between male and female rates of pay.</p>
G	To ensure that the force raises standards through the CRTP and bonus schemes.	Head of Personnel Policy – Jackie McCreaney	Ongoing	<p>Report on the effectiveness of the schemes.</p> <p>Number of payments made.</p>	Police Reform schemes contribute to the raising of standards across the force.	An interim report relating to an evaluation of Bonus Payments for 2004/5 was submitted to the December JNCC. As a result further and more detailed analysis is to be undertaken.
H	To coordinate and deliver a strategic employee relations service that highlights organisational risks and shares best practice across the force.	Head of Personnel Policy – Jackie McCreaney	Ongoing	Monthly update to the Strategic Coordination Group.	Improved strategic decision making for employee relations activity.	<p>During surgery visits with Area & Departmental Personnel Managers, they are asked about strategic issues and so far none have been identified. This remains a standing item on the agenda.</p> <p>Meetings have taken place with the Force Solicitor, Federation and Trade Unions regarding 'Learning the Lessons' from ET's grievances etc. Following these meetings a Report was circulated to Managers and submitted to BMG in December 2005.</p>

Retention – continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
I	To ensure that the payroll and pension service provided to Merseyside Police is a best value service.	Head of Personnel Policy – Jackie McCreaney	Ongoing	Best practice review complete.	Payroll and pensions services provide value for money.	<p>Research into the options for the continued provision of a police pensions service on the expiry of the current contract in 2007 is currently being undertaken. Consortium arrangements led by PEPS and Hampshire Constabulary are included in this research. COG paper to be prepared for February 2006.</p> <p>Improvements to service delivery and resolution of outstanding issues continue with the payroll provider. Payroll service currently subject to Police Authority Audit. The scope of this audit has been expanded to include the processes and the various routines carried out by the payroll provider.</p>
J	To ensure that Merseyside Police is positioned to adopt the future changes to national payroll and pension legislation.	Head of Personnel Policy – Jackie McCreaney	Ongoing	All changes identified are implemented effectively to time.	Merseyside Police adopts all national changes.	<p>Local Government Pension Scheme – Draft Regs effective from April 2006 were issued in December with a consultation period up to 28 February 2006. Article on this to be included in the next issue of the Fund newsletter.</p> <p>Police Pension Scheme – Regs have been amended to comply with the requirements of the Civil Partnership Act. Letter has been sent to all officers detailing the changes. Capita to send similar letter to all pensioners.</p> <p>Confirmation of details of the New Police Pension Scheme still awaited, together with relevant publications.</p>

7. Development

Goal:- The commitment of Merseyside Police to develop all staff to achieve the skills needed to perform their jobs efficiently and effectively and to prepare them for promotion and career development opportunities.

Development						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
H	To widen the curriculum of accredited qualifications and programmes available to staff.	Head of MD&T – Supt Peter Edge	Ongoing	<p>Business plan to be written and published by March 2005.</p> <p>Plan reviewed annually for currency against operational priorities.</p> <p>New qualifications evaluated against completion rates and learner satisfaction.</p> <p>Scoping work for the licensing and accreditation of Merseyside Police programmes via Skills for Justice.</p> <p>Continued partnership working with academic providers and external awarding bodies to accredit learning within Merseyside Police.</p>	To professionalise the service we provide and to allow our staff to obtain formal qualifications.	<p>Assessor Qualification (A1) programmes for Senior Investigating Officers (SIO's), Tutor Detectives, Trainer Constables, Operational Supervisors are ongoing in preparation for roll out of PIP (Professionalising the Investigation Process), IPLDP (the new probationer training programme) and Policing NVQ's. Although many of the key individuals have attained the award, there is still a volume delivery to be completed.</p> <p>The first Policing NVQ's have reached completion and seem attainable for staff in their normal roles. It is intended that this will form an integral part of the assessment process for Student officers in the future, once the Home Office confirm that it is their approved qualification.</p>
I	To construct a formal programme of Continuous Professional Development for Learning and Development staff forcewide, to ensure occupational competence and best professional practice is achieved and enhance the quality of training provision.	Head of MD&T – Supt Peter Edge	Ongoing	<p>A formal programme of CPD is developed incorporating both internal and external provision.</p> <p>Each CPD event is evaluated to Level 3 Kirkpatrick to ensure optimum effectiveness is achieved.</p>	The quality of training provision is improved and standardisation of the skills base maintained.	Internal CPD for MD &T staff is ongoing at this time. Due to delivery commitments individuals are currently only attending external CPD events when resources and best value allow. All CPD learning is clearly linked to PDR. Externally, Manager Plus caters for all Police Officer and Police Staff, in leadership development.

Development - continued							
Objective	Owner	Timescale	Performance Measure	Outcome	Update		
J	To work in partnership with projects such as PIP and the Home Office Promotion Pilot to continue to extend the use of professional competence based assessment within Merseyside Police.	Head of MD&T – Supt Peter Edge	Ongoing	A1 and V1 qualifications continue to be delivered forcewide. Completion rates are monitored and learner progress supported by the centre. Introduction of V2 qualifications to the programme. Accreditation via the ENTO Matrix standard for advice, guidance and assessment provided to learners by Merseyside Police.	Assessment is carried out by staff that have received appropriate training and performance of the individual body assessed is subsequently improved.	As at point 'H' above. A1 qualifications are ongoing for staff as described above via approved partner OCR. A national workshop has been held on Merseyside with other Forces using this provider. These links will allow us to benchmark what we do and provide some peer support to rollout. Verifier qualifications (V1) are slightly more problematic to obtain, at this point all PDU (Professional Development Unit) managers in force have either completed or are working toward the qualification and other key individuals for PIP (internal verifiers) will be next.	
K	To implement the principles of the Race Equality Scheme (RES) which will include identifying training needs at different levels and parts of the organisation.	Head of MD&T – Supt Peter Edge	Programme in place May 2005 Quarterly updates against programme	Compliance and implementation of RES.	Achieve objectives of RES.	A CD Rom has been developed and is available for use by all staff. The disc outlines specific duties of RES – the issue of 100% compliance is being addressed. All RES champions are currently being booked on all Advanced People Skills modules. Further training is being addressed by Community Relations – Supt Moore. MD & T will work in conjunction with Community Relations to ensure quality assurance and seamless approach once delivery begins. Gold, Silver and Bronze RES Strategy has been updated on Merlin for all staff. MD & T have received the outstanding APS modules from the external consultancy that developed them on behalf of Merseyside Police: Race, Religion and Beliefs, Younger/Older and Disability. The Team will consider the content and pilot imminently. Centrex have designed a Disability module, which we are considering with a view to incorporating into the new programme.	

Development - continued						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
L	To review the outcomes of Police Reform and deliver training accordingly.	Head of MD&T – Supt Peter Edge	Ongoing	Provision of training for Extended Police Family. Provision of training for volunteers.	Increased visibility, accessibility and responsiveness to local issues by increasing community reassurance through Neighbourhood Policing.	The first PCSO powers course part 1 has now been delivered. Feedback was positive and all students were successful and will now progress to part 2. Part 2 will utilise a number of volunteer cadets. Student numbers have been reduced due to delays with Personnel Managers progressing suitability issues. SOCAPA training has been delivered to all members of the Special Constabulary and we are now looking to ensure that all members receive additional mandatory training such as Welcoming Diversity and First Aid. The two year training programme for Volunteer Cadets will be ready for consideration by the end of March 2006. The Community Volunteer Corporate Induction package has been completed and has been received by FMT. This is currently being issued to BCU's for delivery.
M	To continue to develop the use of E-learning and in particular NCALT in all suitable training solutions.	Head of MD&T – Supt Peter Edge	Ongoing	Introduction of an E-learning strategy. 20% increase in the number of users logging onto NCALT site compared to 2004/2005. 20% increase in the number of E-learning packs made available compared to 2004/2005.	Greater use of technology to support learning and less abstractions of staff.	Many more staff now accessing site, it is part of the 'blended learning solution' used to deliver the new Student Officer programme. They are utilising the site to 'top up' the classroom learning and as a solution itself in respect of part of the diversity programme 'PRLDP', the Police race and diversity development programme. This is also available to all other staff, and will be available in addition to the main diversity programme. Part of the intention by integrating NCALT into IPLDP is to use the student officers to spread the advantages of using NCALT to existing staff. The force is also looking at the Breeze platform used by NCALT to assist in creating bespoke learning solutions for Merseyside Police. The NCALT marketing manager is attending MD&T (01/02/2006) to assist in the development of our own Merseyside Police domain on NCALT.
N	To implement Initial Police Learning and Development Programme (IPLDP) for Merseyside Police.	Head of MD&T – Supt Peter Edge	Ongoing	Running of successful recruit programmes after October 2005.	Force to satisfy the central authority that the programme is fit for purpose. Improved Satisfaction and Confidence in our Service in that our officers are truly locally trained and cognizant of local issues.	The Quality Assurance process was commenced in December 2005 (only the second Force in the country to do so) via Centrex/Central Authority. Following submission we were inspected and given a clean bill of health to deliver (first force in the country), and the first intake commenced on 14 th November 2005 with 16 students. We now have 3 intakes up and running (as of 30 th January 2006).

8. Health, Safety and Welfare

Goal:- To provide proactive Health, Safety and Welfare services to create a healthy working environment and maximise attendance and effectiveness at work.

Health, Safety and Welfare						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
A	To reduce sickness levels through a comprehensive programme of work in order to achieve increased attendance and support our aspiration to become the best police force in the country.	Sara Hughes – Personnel Strategy Manager	Programme in place by May 2005 Quarterly updates against plan	SPI 13a – Average number of working hours lost per annum due to sickness by police officers - 86 hours (10 days). SPI 13b – Average number of working hours lost per annum due to sickness by police staff - 76 hours (10 days). LPI RU1 – Number of Medical Retirements – Police Officer - 27 6.22 per 1000 Police Officers (FTE) LPI RU2 – Number of Medical Retirements – Police Staff - 13 6.29 per 1000 Police Staff (FTE)	To improve levels of attendance that ensures effective operational delivery.	Police Officer sickness for the period April to December 2005 was 11.24% under target and the rolling performance for the 3rd quarter was 57.25 working hours lost per Police Officer, a reduction of 16.23% against the same period last year. Police Staff sickness for the period April to December 2005 was over target (11.00% above target). The 3 rd quarter performance was 63.27 working hours lost per Police Staff member, a 8.73% reduction against the same period last year. Medical Retirements for the period April to December 2005: Police Officers - 12 medical retirements against a target of 20.25 for the period. Police Staff – 8 medical retirements against a target of 9.75 for the period. Regular updates on attendance are provided to the Performance Scrutiny and Review Committee. In order to address the poorer performing Areas and Departments and to ensure further improvement across the Force, the Personnel Directorate continue to visit all Area and Departmental Personnel Managers on a monthly basis to develop a consistent and robust approach to attendance management. The visits are designed to scrutinise local performance and provide support with the management of long-term sickness cases including the more difficult protracted cases, as well as ensuring that the Bradford Factor is being used effectively and persistent short-term absences are being managed appropriately. In addition close scrutiny is made of absences relating to injuries especially those on duty and psychological issues.
B	To implement the principles of the Race Equality Scheme (RES) which will include identifying occupational health, health & safety and attendance related issues across the force.	Sara Hughes – Personnel Strategy Manager	Programme in place May 2005 Quarterly updates against programme	Compliance and implementation of RES.	Achieve the national objectives of RES.	Programme in place. Work is progressing to ensure that each of these objectives is achieved within the agreed timescales in accordance with the P&D RES Action Plan.

Health, Safety and Welfare - continued

	Objective	Owner	Timescale	Performance Measure	Outcome	Update
C	To develop and enhance the deployment of officers and staff subject to Recuperative or Restricted duties to ensure the most appropriate use of skills and abilities.	Sara Hughes – Personnel Strategy Manager	Ongoing	Continued implementation of Policies for Police Officers and Police Staff, including Disability Discrimination Act.	Continue to increase staffing levels to support Neighbourhood Policing.	At end of the 3 rd quarter, there were 426 officers on Recuperative & Restricted (R&R) Duties. The Force continues to ensure that these officers are being utilised effectively across the force.
D	Improve corporate and local Health & Safety capability to support delivery of devolved services.	Sara Hughes – Personnel Strategy Manager	Ongoing	Reduction of lost time accident rates by 3% compared to 2004-2005. Reduction of accident severity rates by 3% compared to 2004-2005.	To reduce the number of accidents and injuries which ultimately improves local resources.	<p>For the period April to December 2005:</p> <ul style="list-style-type: none"> Total all Lost Time Accident rates have decreased by 21.05% against April-Dec 2004 (135 Lost Time Accidents 2005 to date – 171 Lost Time Accidents 2004). The Force has recorded a decrease in all Lost Time severity rate of 24.1% (4168 days lost 2005 to date – 5489 days lost 2004). PVC Lost Time Accident rates have recorded a decrease of 15.2% (79 PVC Lost Time Accidents in 2004 and 67 PVC Lost Time Accidents in 2005). RIDDOR Reportable Accident Rates (Excluding PVC's) have fallen by 21.78% (101 RIDDOR Reportable Accident Rates – 2004 and 79 in 2005).

9. Leadership

Goal:- To develop effective leadership at all levels that will help to motivate staff, assist them to realise their potential and raise standards throughout the organisation.

Leadership						
	Objective	Owner	Timescale	Performance Measure	Outcome	Update
A	To implement the principles of the Race Equality Scheme (RES) which will include identifying career development and leadership issues at different levels across the force.	Supt Peter Clarke	Ongoing Quarterly updates against programme	Compliance and implementation of RES.	Achieve the national objectives of RES.	All Personnel managers have been requested to examine and identify BME officers and police staff who show potential for leadership responsibilities and further career development.
B	Development in the use of national HPDS scheme – including development of potential for inclusion of Police Staff.	Supt Peter Clarke	Ongoing	25% increase in the numbers of police and police staff on scheme. Gender / ethnicity mix of staff on scheme.	Increased usage of national HPDS programme, and ideally development into an inclusive scheme for all staff.	Meetings have been arranged with the National HPDS co-ordinator to discuss inclusion of police staff and identify Forces with greater success rates for recruiting candidates.
*C	Development of use of Centrex SLDP and other external programmes to develop senior staff (Chief Inspector and Grade G and above).	Supt Peter Clarke	Ongoing	100% take up of allocated courses. Feedback on course.	More effective, targeted use of developmental training programmes, resulting in improved satisfaction levels and skills development.	Continued 100% uptake of all allocated courses.
*D	To continue development of CLDP programme in conjunction with Management Development & Training Dept.	Supt Peter Clarke & Head of MD&T – Supt Peter Edge	Ongoing	Programme in place. 20% increase in the number of courses delivered. Feedback from students / managers.	A developmental programme which delivers an effective framework for the development of junior leaders.	CLDP courses have been running since December 2004 and to date MD&T have run 27 courses for 329 delegates.
H	Research and develop potential for use of ICF in relation to Police Reform issues including career pathways and direct entry.	Supt Peter Clarke	December 2005	Project plan for implementation scoped and agreed.	Modernised workforce, which meets requirements of Police Reform agenda.	This is a Home Office Initiative; the department continues dialogue with the Home Office to progress project plan.

* Performance measures for these objectives will be further developed in due course

Glossary of Terms

A

ACC	Assistant Chief Constable
APA	Association of Police Authorities
APS	Advanced People Skills

B

BCU	Basic Command Unit
BME	Black Minority Ethnic
BMG	Business Management Group

C

CFF	Crime Fighting Fund
CLDP	Continuous Learning Development Programme
COG	Chief Officer Group
CPD	Continuous Professional Development
CRTP	Competency Related Threshold Payment
CSO	Community Support Officer

D

DSG	Diversity Steering Group
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E

ENTO	Employers National Training Organisation
ET	Employment Tribunal

F

FCOU	Force Crime Operations Unit
FMT	Force Modernisation Team
FTE	Full Time Equivalent

G

GMP	Greater Manchester Police
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H

HPDS	High Potential Development Scheme
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I

ICF	Integrated Competency Framework
IPLDP	Initial Police Learning and Development Programme

J

JNCC	Joint Negotiating and Consultative Committee
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M

MRAS Merseyside Regional Ambulance Service
MD&T Management Development & Training

N

NCALT National Centre for Applied Learning & Technology
NVQ National Vocational Qualification

O

OCR Oxford/Cambridge Royal Society of Arts
OSU Operational Support Unit

P

PCSO Police Community Support Officer
PDR Performance Development Review
PDU Professional Development Unit
P&D Personnel & Development
PEPS Procurement Excellence in the Police Service
PIP Professionalising Investigative Procedures
PRLDP Police Race Learning & Development Programme
PTC Police Training Centre
P&TSG Personnel & Training Strategy Group
PVC Police Vehicle Collision

R

RES Race Equality Scheme

S

SLDP Senior Leadership Development Programme
SOCAPA Serious & Organised Crime and Police Act 2005
SPI Statutory Performance Indicator

Development

Purpose

The purpose of this report is to present Members with an overview of some of the key work currently being delivered within Merseyside Police in relation to the development of our staff.

Modernisation of Probationer Training

On 15th November 2005, the Force commenced new Student Police officer training (or IPLDP the Initial Police Learning and Development Programme, as it is known nationally) with a first intake of 16 students. This has meant that thanks to the new facilities at Lea Green, we are able to take these (and all future student officers) through a locally based and locally focussed training course. What this means for the Force is that rather than officers who have received generic training at PTC Bruche, from the very start of the new programme they will do things the 'Merseyside' way, utilising force forms and systems and, crucially, meeting and learning from the community in which they will work.

Classroom training is ongoing for intakes 1, 2 and 3, with the major share of delivery by MD &T trainers, utilising the expertise of staff returning from secondment at PTC Bruche interspersed with experienced MD &T staff. We now have service level agreements in place with Partner agencies such as Mental Health, MRAS, the prison service and Victim support/witness care. Work is ongoing with the bus companies to facilitate placements for students within the transport system, but the intention is to make the earlier placements less confrontational and later ones (possibly with the guiding hand of a trainer constable), more challenging. The key to this is that these placements will take place in the local BCU in which the officer will work – creating familiarity and, hopefully, positive and fruitful future relationships.

Additionally, the students are undertaking regular role plays at venues within those communities, and utilising volunteer role players from each local area – traditionally a 'theft shop' role play took place in a mock up on police premises, now they will be conducted in a real store (initially, following negotiations with the company, at Sainsbury's stores across Merseyside). These role-plays are also being conducted at local community venues and at public places across the force. This has benefits associated with High Visibility Policing, as well as local familiarity for students and a 'real live' environment for students.

We have also taken the opportunity to spread out the tutoring phase, into blocks of 2, 2 and 6 weeks. This means that students are in their BCUs at an earlier stage, with a targeted range of activities to suit the needs of our organisation. The new programme has meant the creation of Professional Development Units within BCUs, which facilitate the increased community and neighbourhood focus of the students. The flexibility of the system allows PDU managers to match student officers with tutors and will adapt to the needs of the individual and the organisation. Effectively the new system will enable MD &T, in collaboration with BCUs, to deliver a more locally focussed and community aware student officer to the point of independent patrol. The PDU will also be available to develop existing members both Police officers and Police staff, this includes where individuals return to an operational role from secondment and from periods of absence.

The force were the second in the country to submit the proposals for student officer training to National Quality Assurance scrutiny via a Centrex team and were the first Force in the country to be signed off to deliver with a clean bill of health. Further Quality Assurance processes will be conducted (internally, via evaluation, externally in 12 months via a full inspection) in due course.

Force Modernisation

The Academy Project

The aim is to create an Academy that will be a Centre of Excellence.

The Chief Constable wants Merseyside Police to be internationally recognised as having the best Academy facilities for developing its people. It will deliver this with the best advisors; best methods and best deliverers in place in order to best meet the needs of the communities we serve. The Academy will be a tool to deliver the right person, with the right skills, in the right place, at the right time. A number of seminars have already been delivered associated with Anti Social Behaviour and Investigative Interviewing.

MD&T are working closely with FMT to debate strategic and tactical issues regarding Academy development and influence Force thinking on the issue.

Diversity Training

Welcoming Diversity Courses continue to be scheduled and we consult with areas and departments to maximise attendance. We have, as required by the key elements of the 'Strategy for Improving Performance in Race and Diversity 2004-2009' developed an 'Advanced People Skills' modular workshop programme, which cuts across each of the six required diversity strands of race, gender, sexual orientation, disability, age, religion and belief. We champion the idea of community engagement and have delivered workshops in local community centres. We also utilise community subject matter experts to assist our trainers in their delivery.

Further training in RES issues is being addressed by Community Relations – Supt Moore. MD & T will work in conjunction with Community Relations to ensure quality assurance and seamless approach once delivery begins. Gold, Silver and Bronze RES Strategy has been updated on Merlin for all staff. MD & T have received the remaining APS modules from the external consultancy who developed them on behalf of Merseyside Police: Race, Religion and Beliefs, Younger/Older and Disability. The Team will consider the content and pilot imminently.

Core Leadership Development Programme

The CLDP continues to be delivered on a modular basis, and has been developed to encourage the shift towards 'transformational leadership' in the police service. CLDP training includes "Being a Leader", Media Awareness, Staff Welfare, Operational Leadership Activities and Inspector's Statutory Responsibilities, and takes into account recent legislative changes. In-depth workbooks that in turn reduce the abstractions of staff from core operational policing support the programme.

The training is open to Police Officers, Police Staff and the Special Constabulary. The delivery team are considered pioneers of CLDP by Centrex and numerous other force representatives continue to use the team as a benchmark for their own delivery. Training staff will be attending an additional developmental workshop at GMP in February 2006 and we shall be assisting Centrex in the development of the Neighbourhood policing module pilot later this year.

Manager Plus is progressing. Merseyside Police is the first Force in the country to achieve a post foundation degree in Policing Skills, focusing on leadership. The degree is open to police officers and police staff.

Leadership

Purpose

The purpose of this report is to present Members with an overview of some of the key work currently being delivered within Merseyside Police in relation to leadership.

All Personnel Managers have been requested to examine and identify BME officers and police staff who show potential for leadership responsibilities and further career development. Meetings have been arranged with existing BME staff and further contact with the Black Police Association to embed the principles. Positive Action continues to be explored, especially externally as the Force prepares for further recruitment for the next financial year.

Meetings have been arranged with the National HPDS co-ordinator to discuss inclusion of police staff and identify Forces with greater success rates for recruiting candidates. All eight current HPDS scheme participants will commence a programme of meetings to look at sharing experiences and developing a process to increase HPDS participation.

There has been a continued 100% uptake of all allocated Centrex SLDP courses. Course availability for the next financial year has been circulated and allocation will begin in February.

MD&T continue to run CLDP courses. To date in the current financial year MD&T have run a total of 27 courses for 329 attendees. There has been criticism from students on the benefits of using external work based assessors and whether they add value. Further research is being conducted around this issue.

Potential use of ICF in relation to Police Reform issues including career pathways and direct entry is a Home Office Initiative; the department continues dialogue with the Home Office to progress the project plan.

APPENDIX 3

Recruitment and Resourcing

Purpose

The purpose of this report is to present Members with an overview of some of the key work currently being delivered within Merseyside Police in relation to recruitment.

Recruitment of Police Officers and Police Staff

Good progress has been made in the third quarter towards the overall target for police officer recruitment of 180 new recruits. In the period April to December 2005, 143 new police officers have been recruited with a sufficient pool of applicants to meet all requirements for the year.

Diversity targets for police officers have been closely monitored. 6.29% of police recruits for the period April to December 2005 are from BME backgrounds. (9 BME officers have been recruited against an annual target of 7.2). 67 females have been recruited in the third quarter against an annual target of 60, representing 46.85% of all police recruits. The Force has, therefore, already met its overall targets of 4% BME recruits and 33% female recruits overall for the year.

Recruitment of BME Police Staff, however, remains below the 4% target at 1.16%. As police staff recruitment is a devolved activity, workshops have been held with Area and Departmental Personnel Managers to highlight this issue and provide advice and guidance with regard to BME recruitment. A Positive Action Toolkit has been compiled; this has been circulated to Personnel Managers for consultation. 63.6% of all police staff that have been recruited are female.

There are currently 67 police staff and 66 police officers recorded on the Force Personnel System as disabled.

The Personnel Department was given responsibility for the recruitment of Special Constables in June 2005. A target of 600 Specials has been set, this is to be achieved by 2008 and a detailed recruitment plan is being implemented to achieve required increases in the current year of 120 new recruits. To date, 70 Specials have been recruited.

Work is ongoing with the Force Modernisation Team in relation to the recruitment of volunteers. The volunteers' policy has been approved and a joint major marketing campaign for Specials and volunteers commenced in September 2005.



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

Meeting: 2nd March 2006

Report of the Chief Constable

Situation Report – Service Improvement Review of Vehicle Crime

1. Purpose

The purpose of this report is to inform Members of the resource implications arising from the Year 5 Service Improvement Review of Vehicle Crime.

2. Recommendation

- 2.1 It is proposed that the Police Authority endorse the recommendations of the Service Improvement Review of Vehicle Crime.
- 2.2 A further report on the financial sustainability of continuing with the scheme will be reported to a further meeting of this Committee.

3. Background

- 3.1 The Service Improvement Scrutiny Committee agreed the recommendations of this review at its meeting on 24th November 2005.

The recommendations were as follows:

- The Force should further engage its public in crime prevention behaviour, providing messages that are relevant to local circumstances and raise awareness of the public's contribution in reducing opportunities for crime.
- The Force should develop its partnership working with Local Authority Traffic Attendants in order to share intelligence and enhance enforcement activity.
- The Force should improve the level of forensic retrieval to maximise detections and increase the opportunities for successful prosecutions.
- The Force should attain a comprehensive understanding of volume crime and develop a consistent, co-ordinated approach to it.

- The Force should fully consider the benefits of DVLA devolved powers.
- The Force should finalise arrangements for implementing SOCPA (Serious Organised Crime and Police Act 2005) to remove uninsured vehicles and vehicles of unlicensed/disqualified drivers from the roads.
- The Force, with its partners, should provide sufficient vehicle storage capacity and vehicle removal capability.

4. Year 4 - Service Improvement Review of Vehicle Crime

Issues

- 4.1** In 2003-04 police in England and Wales recorded 1.5 million vehicle crimes, which accounted for almost one in four of all recorded crimes. The Home Office estimates that in 2003-04 the total cost of theft of and from vehicles was £1.9 billion and attempted thefts cost £200 million.
- 4.2** Volume crime is a term used to encompass burglary, robbery and vehicle crime, due to the high number or “volume” of these incidents. Vehicle crime incidents exceed the numbers of robbery and burglary figures for the Force added together and are thus the largest proportion of volume crime.
- 4.3** Legislation is continually changing to address current issues. A recent addition is SOCPA, Section 152a, which came into effect on 6th July 2005. This gives police powers to seize a vehicle that is being used without insurance or by a driver without a valid licence. There is now the opportunity to add this power to the toolkit of other measures available to target vehicles used on the roads illegally and anti-socially, but the potential cost implications are sizeable.
- 4.4** Vehicle removal in its totality is performed by a number of companies and agencies. The Local Authorities, DVLA and Police all have different powers and responsibilities to remove problem vehicles. Clarity is needed for the public, the Force and its partners to ensure that the best possible service is provided.

Consultation

- 4.5** The Review Team has undertaken extensive consultation throughout this review involving staff and their representatives. The final report and implementation plan were shared as part of the project board consultation.

5. Financial and Staffing Implications

- 5.1** Detailed costs have been prepared in respect of the recommendations and they are attached at appendix 1. A re-assessment of the original costing in respect of vehicle removal (£90,000) for the final quarter of 2005/6 resulted in a revised figure of £93,000.
- 5.2** Existing resources will be used alongside officers attached from the Crimefighter project thus bringing about cost savings on original estimates. As alluded to above, there will be additional costs of £93,000 to fund a 3 month pilot project to

implement SOCPA legislation, before assessing the need and resources required on a more permanent basis.

- 5.3** Partner funding is being explored to assist in paying for any longer term work falling out of the pilot. An application for the 2005/06 costs of £93,000 was submitted to the Police Property Act Fund via the Community Safety and Liaison Committee at its meeting on 8th December 2005. This application was approved.
- 5.4** At this stage it appears likely that additional funding will be secured from partner agencies and that a sustainable programme may result. This outcome of these discussions will be brought back to this Committee, along with a sustainable strategy.

6. Risk Assessment

Should the recommendations not be implemented, there is a risk of a lack of a corporate approach in relation to seizure of vehicles. Opportunities will also be missed in respect of implementing SOCPA legislation, which has the potential to remove problem cars from Merseyside's roads.

7. Conclusion

- 7.1** The Service Improvement Review of Vehicle Crime has now been completed and proposals arising from this extensive piece of work are described in the final Review Report. Work on implementing all the agreed actions has commenced.
- 7.2** As part of the new arrangements for tracking progress, Mr Tom Kelly, one of the Police Authority project board Members for this review, will monitor the implementation phase and report back to the Service Improvement Scrutiny Committee as requested.

**Bernard Hogan-Howe
Chief Constable**

**Contact: Chief Superintendent Paul Forrester (Implementation Manager) Area Support & Co-ordination Unit
Telephone: 0151 777 8071
Background Papers: Service Improvement Review of Vehicle Crime**

Review of Vehicle Crime Finance Template

EXPLANATORY NOTES

A. Capital Costs

There are no capital costs within this review.

B. Revenue Costs

The SOCPA implementation was calculated to cost £30,000 per month for removal of uninsured vehicles or vehicles driven by unlicensed or disqualified drivers (actual cost is £31,000). It is intended for a pilot to be run for three months from January 2006 to assess the true costs of such an initiative.

An application in respect of the cost of removing vehicles during the three month pilot (£93,000) was submitted to the Police Property Act Fund via the Community Safety and Liaison Committee at its meeting on 8th December 2005. This application was approved.

Additional resources will be provided through the movement of two ELVIS administration posts from Matrix Vehicle Crime Team, with additional support from Vehicle Fleet and Traffic staff in order to maximise effort and effectiveness. Analysis will be provided through the team and its associated members. The team is to be situated within Traffic. Other resources have also been allocated to address IT requirements for this team.

The outcome of the pilot will determine the potential costs for the remaining financial years. It is estimated that this will range from £250,000 to £372,000, but the figures overleaf use the maximum figure as a worst-case scenario. It is unlikely that all of these costs will have to be met from Force budgets. Opportunities are currently being explored for joint funding from the CDRPs and from the Motor Insurance Bureau, but the results from the pilot are needed to assist in these and other funding discussions.

C. Opportunity Costs / (Benefits)

The Opportunity staff costs are for joint coordinator/researcher SOCPA implementation roles staffed by a top grade Constable and a mid-point C Grade post. These costs will be met from existing resources for the duration of the pilot project. The pilot project outcome evaluation will determine whether there is an ongoing need for these resources and whether there is a need for additional funding to supply them. It is assumed, however, that if required they will be provided from existing resources or through joint funding options.

1.1 Finance Template

Vehicle Crime Review					
Finance Template					
Financial Implications					
		Year 1 2005/06 £000	Year 2 2006/07 £000	Year 3 2007/08 £000	3 Year Total £000
A	CAPITAL COSTS				
	Expenditure				
	-Land/Buildings	0	0	0	0
	-Fees	0	0	0	0
	-Furniture/Equipment	0	0	0	0
	-Vehicles	0	0	0	0
	-Other (Computer Equip)	0	0	0	0
	-Total Expenditure	0	0	0	0
	Less Income				
	-(Sale of Buildings)	0	0	0	0
	-(Sale of Vehicles)	0	0	0	0
	-(Other Income)	0	0	0	0
1	NET CAPITAL COSTS	0	0	0	0
B	REVENUE COSTS				
	Police Officers				
	Police Staff				
	Premises	0	0	0	0
	Vehicle Removal	93	372	372	372
	Training	0	0	0	0
	Total	93	372	372	372
	Expenditure				
	Less Income				
	-(Police Officers)	(93)	0	0	0
	-(Police Staff)	0	0	0	0
	-(Premises)	0	0	0	0
	-(Transport)	0	0	0	0
	-(Training)	0	0	0	0
2	NET REVENUE COSTS	0	0	0	0
3	TOTAL BUDGETARY IMPLICATIONS	0	372	372	372
C	OPPORTUNITY COST/BENEFIT				
	Police Officers (Benefit)				
	Police Officers - Costs	8.6	34.5	34.5	34.5
	Police Staff	5.3	21.3	21.3	21.3
	Premises	0	0	0	0
	Transport	0	0	0	0
	Other	0	0	0	0
4	NET OPPORTUNITY COSTS/BENEFIT *	13.9	55.8	55.8	55.8
5	TOTAL IMPACT ON FORCE RESOURCES	13.9	427.8	427.8	427.8

*Utilisation of existing resources, with Year 2 & 3 costs dependent on the pilot outcome evaluation.



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

Meeting: 2nd March 2006

Report of the Chief Constable

Situation Report – Service Improvement Review of Alcohol Related Violent Crime

1. Purpose

The purpose of this report is to inform Members of the resource implications arising from the Year 4 Service Improvement Review of Alcohol Related Violent Crime.

2. Recommendation

It is proposed that the Police Authority endorse the recommendations of the Service Improvement Review of Alcohol Related Violent Crime, including the resource implications.

3. Background

- 3.1** At its meeting on 14th July 2005, the Service Improvement Scrutiny Committee agreed the recommendations of this review.

The main recommendations were as follows:

- The Force should fully integrate its Alcohol Related Violent Crime strategy with relevant strategies of its partner agencies and contribute to the development of a transparent delivery framework harnessed through the MAG and CDRPs.
- The Force should seize the opportunity provided by the Licensing Act 2003 to exert its authority as a responsible partner agency and make full use of the Licensing Objectives to create safer drinking environments.
- The Force should appoint a dedicated strategic lead for licensing with sufficient authority to set strategy, develop policy and influence outcomes within partnerships.
- The Force should ensure it has a comprehensive analytic capability in respect of Alcohol Related Violent Crime and can readily market any relevant successes.

- The Force should use the “Partnership Information Exchange Arrangements” report as a catalyst to reinvigorate and progress all separate but associated initiatives across partner agencies.
- The Force, with partners, should fund and appoint a Night-Time Economy Co-ordinator to draw together related strands of activity and embed good practice across BCUs.

4. Year 4 The Service Improvement Review of Alcohol Related Violent Crime

Issues

- 4.1** The prevention of Alcohol Related Violent Crime is a major priority for all police forces across England and Wales. This is part of a much wider Government agenda set out in its Alcohol Harm Reduction Strategy for safe and responsible drinking.
- 4.2** There is universal agreement that total solutions are beyond the powers of the police but rest instead on effective partnership working. However, this review does not carry the authority to impose recommendations on other partner agencies. At best the force can only aspire to ensure that it does all it can to maximise its contribution to the overall joint effort.
- 4.3** The implications of the Capital of Culture 2008 for Merseyside Police are significant. The Force needs to be well positioned and flexible enough to deal with the impending challenges. In broad terms there needs to be a balance between the aims of Liverpool City Council to create a vibrant city, the aims of the Culture Company to deliver successful events, and the aims of the Force to create a safe environment. These key partners share accountability to ensure aims are achieved in a responsible manner.

5. Consultation

The Review Team has undertaken extensive consultation throughout this programme of work involving staff and their representatives.

6. Financial and Staffing Implications

- 6.1** Since publication of the review, a Night-Time Economy Manager has been appointed and the post is jointly funded by the single regeneration budget for Liverpool City Centre and Citysafe. In addition, Night-Time Economy Managers are being appointed in St Helens and Birkenhead. The Force has appointed a Chief Inspector to take a strategic lead for the night-time economy and to work together with these partners, across Merseyside. As a consequence, there is no longer a need to consider joint funding arrangements for further posts.

- 6.2** The Superintendent, Area and Support Co-ordination Unit will now take the strategic lead on licensing and take direct responsibility for all policy matters relating to licensing, maintenance of the 'Innkeeper' licensing system, promulgation of 'good practice' and development of partnership working.
- 6.3** Detailed costs were prepared in respect of the Service Improvement Review recommendations and they are attached at appendix 1. The total cost over 3 years amounted to £44,154. Due to the above arrangements there are now no financial implications for Merseyside Police relating to the recommendations within the report.

7. Risk Assessment

The review has been carried out with the clear intention and expectation that the delivery of the Police Service will be significantly enhanced. Failure to implement the proposals arising from the review will result in this opportunity being lost and expose the Force to risks in many operational categories including:

- Service delivery
- Resources
- Relationships
- Reputation
- Resilience
- Security

8. Conclusion

The Service Improvement Review of Alcohol Related Violent Crime has now been completed and proposals arising from this work are described in the final Service Improvement Report. Implementation of the agreed actions has commenced.

**Bernard Hogan-Howe
Chief Constable**

Contact: Superintendent Steve Ashley, Implementation Manager

Telephone: 0151 777 8048

Background Papers: *Service Improvement Review of Alcohol Related Violent Crime*

Review of Alcohol Related Violent Crime Finance Template

EXPLANATORY NOTES

A. Capital Costs

There are no capital costs within this review.

B. Revenue Costs

The post of dedicated Licensing Lead is expected to be required for 12 months and, along with the requirement for additional analysis of data, will be provided from existing resources.

At the time the review was completed it was not possible to accurately forecast finance for the jointly funded Night-Time Co-ordinator post as funding was to be subject to outcomes from MAG/CDRP discussions. As an indicator for the purposes of the report, the original costs were pitched at Inspector level and apportioned to 2008 on the basis that partners would contribute 2/3rds of total cost.

Since publication of the review a Night-Time Economy Manager has been appointed and the post is jointly funded by the single regeneration budget for Liverpool City Centre and Citysafe. In addition, Night-Time Economy Managers are being appointed in St Helens and Birkenhead. The Force has appointed a Chief Inspector to take a strategic lead for the night-time economy and to work together with these partners, across Merseyside. As a consequence, there is no longer a need to consider joint funding arrangements for further posts.

The attached finance template has been updated to reflect this.

1.1 Finance Template

Alcohol Related Violent Crime Review					
Finance Template					
Financial Implications					
		Year 1 2005/06 £	Year 2 2006/07 £	Year 3 2007/08 £	3 Year Total £
A	CAPITAL COSTS				
	Expenditure				
	-Land/Buildings	0	0	0	0
	-Fees	0	0	0	0
	-Furniture/Equipment	0	0	0	0
	-Vehicles	0	0	0	0
	-Other (Computer Equip)	0	0	0	0
	-Total Expenditure	0	0	0	0
	Less Income				
	-(Sale of Buildings)	0	0	0	0
	-(Sale of Vehicles)	0	0	0	0
	-(Other Income)	0	0	0	0
1	NET CAPITAL COSTS	0	0	0	0
B	REVENUE COSTS				
	Police Officers	33114	49672	49672	132458
	Support Staff	0	0	0	0
	Premises	0	0	0	0
	Transport	0	0	0	0
	Training	0	0	0	0
	Total Expenditure	33114	49672	49672	132458
	Less Income				
	-(Police Officers)	33114	49672	49672	132458
	-(Support Staff)	0	0	0	0
	-(Premises)	0	0	0	0
	-(Transport)	0	0	0	0
	-(Training)	0	0	0	0
2	NET REVENUE COSTS	0	0	0	0
3	TOTAL BUDGETARY IMPLICATIONS				
C	OPPORTUNITY COST/BENEFIT				
	Police Officers (Benefit)				
	Police Officers - Costs	0	0	0	0
	Support Staff	0	0	0	0
	Premises	0	0	0	0
	Transport	0	0	0	0
	Other	0	0	0	0
4	NET OPPORTUNITY COSTS/BENEFIT *	0	0	0	0
5	TOTAL IMPACT ON RESOURCES	0	0	0	0



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

Meeting: 2nd March 2006

Report of the Chief Constable

Training Plan Update 2005-06 (Third Quarter – 1st April to 31st December 2005)

1. Purpose

The purpose of this report is to inform Members of the current delivery of training within the Force by Management Development & Training (MD&T).

2. Recommendation

Members are invited to note this report.

3. Background

3.1 As set out in Home Office Circular 53/2003, forces are expected to provide updates to Police Authorities on delivery against their training plan.

3.2 Training courses, both mandatory and discretionary, are programmed by MD&T according to the Training Needs Analysis (TNA). The TNA is completed annually by Area and Departmental Personnel Managers. The TNA establishes which courses are required by the Area/Department and how many staff require the training. Nominations are received from Personnel Units and courses allocated equitably to both officers and police staff (of all ranks and grades), based on the need of the Area or Department. The training need is recorded and formalised utilising individual Personal Development Portfolios. The Area and Departmental requests are then prioritised using a “dif” model where scores are awarded for difficulty, importance and frequency of the task/skill. A further score is then awarded based on direct links to force performance and the list is prioritised accordingly. Mandatory training takes priority over all other training.

4. Training Plan Update 2005-06 (1st April to 31st December 2005)

4.1 This report details performance up to and including the end of the third quarter of 2005/06 (1st April to 31st December 2005).

- 4.2** As stated, all training events across the Force, both mandatory and discretionary, are offered and allocated to Areas and Departments on an equitable basis. Over 80% of current course delivery is mandatory training. A copy of the plan detailing course delivery figures to date is attached at Appendix A.
- 4.3** The number of days delivered centrally now stands at 25,467, equating to 5,126 members of staff trained. This equates to 260 courses, covering a wide range of subject matters. The non-attendance rate is currently 8.72%. Area and Departmental Personnel Officers are made aware of all non-attendances and Management Development and Training now has a cancellation protocol, in line with Centrex's approach, which clearly sets out expectations and responsibilities, and enables the recouping of course costs of avoidable non-attendance on a sliding scale from Area and Departmental budgets.
- 4.4** The training plan for 2005/06 indicates that an average of 46.16 courses per month should be delivered; increased delivery in October and November (64 and 52 respectively) has ensured the average is exceeded with a total to end of December of 148. With the public holidays and other demands, no training was delivered during 26th- 30th December 2005.
- 4.5** The new Merseyside Police Student Officer training programme (known nationally as IPLDP - Initial Police Learning and Development Programme) commenced on 14th November 2005 and went through a rigorous quality assurance process, overseen by Centrex for the Home Office. The Force was only the second in the country to be scrutinised in this way, passing with distinction and being highlighted to other forces as good practice. This new style of training is clearly community focussed and synchronises with the Force's move to cutting edge Neighbourhood Policing. MD&T are also delivering Centrex packages; CLDP the core leadership development programme for new supervisors and SIODP the Senior Investigating Officer programme for those investigating category C murders and above, as well as offences such as kidnap and stranger rape. The force has also commenced delivery of the latest programmes for investigating child abuse. These officers are now in the second phase of workplace assessment and will return to MD & T for further inputs.
- 4.6** Collaborative training has continued, however, negotiations and service level agreements are now in place to include over 80 hours of community focussed training for new probationers. This will include placements to partner agencies such as the Ambulance service, Mental Health trusts, victim support, transport and work with recovering substance abusers, in addition to local community placements in each Basic Command Unit (BCU).

5. Prioritisation of Training

- 5.1** Members will recall that at the meeting of the Resources and Strategy Committee on 3rd November 2005, the first Training Plan Update report was submitted for consideration. It was agreed that the Chief Constable be requested to provide further details in respect of planned and actual delivery of training courses for 2005/6, which had been identified as high priority.

5.2 Training within Management Development and Training is prioritised into the following categories; -

- Mandatory (probationer training, first aid, welcoming diversity and personal safety training; and
- Levels 1 (high), 2 (high/medium), 3 (medium/ low) and 4 (low).

5.3 The training plan indicates that course delivery is almost exclusively centred around mandatory, level 1 and 2 training – this is as a result of prioritising resources into delivery of those courses. The one exception is a level 4 rated course, which relates to the Sergeant and Inspector promotion assessment. There is something of an anomaly here, in that under the promotion assessment pilot currently being delivered, staff need to be trained to complete a suitable portfolio of evidence. Hence, more of these courses have been delivered than its grading might otherwise suggest.

5.4 It will also be noted that some high priority training has not taken place, this is due to clashes in staff expertise. For instance, within investigative training, the same staff have expertise in delivering Specialist Child Abuse programmes, joint agency work and Sexual offences training, but are still required to deliver the initial investigators programme (ICIDP), which is crucial to retaining staff as investigators. Some of these issues are likely be resolved with the advent of Academies, but notwithstanding that Management Development and Training will continue to explore opportunities for delivering training via alternative methods.

6. **Financial and Staffing Implications**

Training to date has been delivered within existing resources. The process of starting up the IPLDP has been assisted by a grant of £177,500 (for the period October 2005 to April 2006) from the Home Office (revenue) which has been used to fund the return from Bruche of 5 staff previously seconded, who bring with them a wealth of knowledge and experience of student officer training. This takes the total probationer training team to 18 staff, catering for the current IPLDP courses, and the parallel existing 'stage' courses, which are set to run until November 2006. As the programme takes shape any further changes will be channelled through Chief Officer Group and supported by clear business plans that detail timescales and budgetary implications.

7. **Risk Assessment**

There is no specific identified risk associated with current training. However, there would be a significant risk to the force if mandatory was not delivered. Consequently any necessary increase in recruitment (of Police officers or PCSO's) would impact on the delivery of discretionary training in the first instance in order to maintain force performance and the quality of service Merseyside Police provides to the public.

8. Conclusion

Management Development and Training continues to deliver a broad range of training programmes intended to underpin and enhance operational service delivery. The development of skills and knowledge is balanced by the importance of controlling abstractions from the workplace, as far as practicable, to minimise the impact on operational capacity.

**Bernard Hogan- Howe
Chief Constable**

***Contact: Superintendent Peter Edge, Management Development & Training
Telephone: 0151 777 8700
Background Papers: None***

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Course	Team	Priority	Minimum no. of trainers	Trainer days	Student days	planned	variance	1st Quarter Delivered	2nd Quarter Delivered	3rd Quarter Delivery	4th Quarter Proposed£
Core											
IPLDP (New Probationary Training)	Probationary	M	2.5	1812	NYK	5	-3	0	0	2	
Probationary	Probationary	M	2	2600	19250	40	(+41)	35	26	20	11
Assessment											
NVQ Assessor Qualification	Assessment	2	1	407	576	18	-6	6	6	0	
Temporary Sgt/Insp portfolio	Assessment	4	1	6	95	6	(+1)	0	2	5	
NVQ Internal Verifier	Assessment	2	2	84	72	3	-3	0	0	0	
Trainers Course NVQ Level 3 Learning & development	Assessment	2	3	212	440	1	1	0	0	0	
Training Skills	Assessment	2	2	86	230	2	0	1	0	1	
Customer Service											
Customer Service NVQ Level 2 & 3	Customer Service	2	2	136	112	4	0	1	0	3	
Pre-retirement	Customer service	3	1	14	210	7	0	3	3	1	
Advanced People Skills – Diversity In Action (DIA)											
DIA Disability	Diversity	1	2	44	337	0	0	0	0	0	
DIA Lesbian/Gay	Diversity	1	2	38	298	12	-10	0	1	1	
DIA Mental Health	Diversity	1	2			4	(+1)	1	2	2	
DIA Older	Diversity	1	2	38	294	0	0	0	0	0	
DIA Race	Diversity	1	2	42	331	0	0	0	0	0	
DIA Refuge and Asylum Seekers	Diversity	1	2	50	399	12	-5	2	2	3	
DIA Religion	Diversity	1	2	34	261	0	0	0	0	0	
DIA Travellers	Diversity	1	2			12	-7	2	1	2	
DIA Young	Diversity	1	2	42	323	0	0	0	0	0	
Dyslexia Awareness	Diversity	1	2	34	273	17	-13	2	2	0	
Gender	Diversity	1				12	-11	0	1	0	
Social Exclusion	Diversity	1				0	0	0	0	0	
Welcoming Diversity	Diversity	M	2	44	324	20	(+1)	5	7	9	

Investigative												
Covert Human Intel Source (CHIS) Management		Investigation	2	1	25	365	7	-7	2	1	2	
Family Liaison Officers Course		Investigation	1	2	40	285	3	0	1	0	2	
Initial Crime Investigators Development Programme		Investigation	1	2	240	1800	4	0	2	1	1	
Initial Management of Serious Crime		Investigation	1	2	60	480	0	(+1)	0	0	1	
Regulation of Investigatory Powers Act		Investigation	2	1	18	274	0	0	0	0	0	
Senior Investigating Officer (SIODP)		Investigation	2	2	20	90	1	0	0	1	0	
Sexual Offences Liaison Officer Training		Investigation	1	2	60	415	3	-1	1	0	1	
Training Team 2 Investigation/PEACE (Interview)		Investigation	2	2	190	750	8	-4	2	2	0	
Tutor Detective Constable		Investigation	2	1	21	68	4	-4	0	0	0	
CHIS Awareness		Investigation	3	1	6		12	-10	2	0	0	
Joint Agency Child Abuse		Investigation	2	2	54		6	-4	1	1	0	
Joint Agency Adult Abuse		Investigation	2	2	54		6	-6	0	0	0	
Joint Agency Domestic Violence		Investigation	2	1	6		3	-3	0	0	0	
ACPO Investigative Interview Tier 1		Investigation	2	2	20		0	0	0	0	0	
Information Technology												
Probationer Stage 3 IT weeks		IT	1	3	15		50	-50				
Altaris		IT	2	1	32	256	0	(+31)	15	9	7	8
Computer Aided Resource Management System		IT	2	1	52	386	0	0	0	0	0	
Force Intelligence System FIS		IT	1	1	27	216	0	0	0	0	0	
Information Management System (crime)		IT	2	1	51	390	0	(+5)	3	2	0	
Lotus Notes		IT	4	1	44	339	0	0	0	0	0	
Open door Absence		IT	2	1	21	150	0	0	0	0	0	
Open Door Basic Intro		IT	2	1	7	53	0	0	0	0	0	
Core Leadership Development												
Being a Leader		Leadership	2	2	110	805	10	-1	3	3	3	
Diversity & Professional Practice		Leadership					4	-4	0	0	0	
Financial Management		Leadership	2	2	8	56	1	-1	0	0	0	
Health & Safety		Leadership	2	2	38	291	0	0	0	0	0	
Leadership		Leadership	2	2	30	468	5	-5	0	0	0	
Learning & Development		Leadership	2	2	68	514	2	-2	0	0	0	
Media Awareness		Leadership	2	2	48	188	8	-7	0	0	1	
Operational Activities		Leadership	2	2	112	840	6	-3	1	1	1	
Personal Development Review (PDR)		Leadership	2	2	44	345	0	0	0	0	0	
PDR Training		Leadership	3	1	6	86.5	0	0	0	0	0	
Planning & Performance Management		Leadership	2	2	68	544	4	-4	0	0	0	
Project Management		Leadership	2	2	6	46	1	-1	0	0	0	
Staff Welfare		Leadership	2	2	22	164	7	0	7	0	0	

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Miscellaneous												
COSH Health & Safety Training		Misc		2	1	10	175	0	0	0	0	0
Fire Prevention/Appliance Training		Misc		4	1	4	65	4	-4	0	0	0
First aid At Work		Misc		2	2	48	480	0	0	0	0	0
First aid One day		Misc	M		2	108	864	54	-5	15	14	20
Human Rights Act Training **		Misc	M		2	58	455	29	-29	0	0	0
Inspectors OSPRE Part 1 Crammer Course		Misc		4	1	3	114	0	0	0	0	0
Inspectors Statutory Responsibilities		Misc		3	1	8	108	5	-2	0	3	0
IOSH Health & safety Managing Safely in Policing Services		Misc		2	1	15	200	(+4)		1	2	1
Manual Handling Training		Misc		2	1	11	165		0	0	0	0
Risk Assessment		Misc		2	1	15	227	(+7)		2	3	2
Sgt Opsre Part 1 Crammer Course		Misc		4	1	1	150	0	0	0	0	0
Public Order												
Bronze/Silver Command Course ££		PTU		1	2	20	160	4	-1	2	0	1
Cycle Patrol Course ££		PTU		3	1	18	144	9	-4	2	2	1
Evidence gathering Team GT Initial Course ££		PTU		1	2	60	430	1	-1	0	0	0
Evidence Gathering Team refresher Training ££		PTU		2	2			7	-4	0	1	2
Public Order / Personal Safety Programme (PSP) ££		PTU	M		3	216	5400	44	-14	9	11	10
Medic Public Order ££		PTU		2	2			0	0	0	0	0
Method Of Entry Initial ££		PTU		2	2	20	156	25	-25	0	0	0
Method of Entry MOE Reconnaissance Course		PTU		3	2	20	150	0	0	0	0	0
MOE Refresher		PTU		2	2	9	72	0	0	0	0	0
MOE Combined Course								(+18)	9	7	6	5
National Public Order Instructors Course		PTU		1	4	60	165	3	-3	0	0	0
Police Operational Support medics		PTU		2				0	0	0	0	0
Protester Removal at Height		PTU		2				1	-1	0	0	0
Protester Removal Instructor		PTU		2				0	0	0	0	0
PSP Instructor refresher		PTU		3	2	12	80	5	-5	3	0	0
Safe Removal of Persons in Structures (SIPS) Refresher		PTU		3	2	40	280	2	-2	0	0	0
SIPS Refresher ££		PTU		3	2	10	20	2	-2	0	0	0
Specialist Rope Access ££		PTU		2	2	20		2	-2	0	0	0
Specialist Rope Access Refresher ££		PTU		2	2	8		7	-7	0	0	0
Personal Safety Programme Special Constabulary Initial		PTU	M		2	24		6	(+2)	4	2	2
PSP FCOU Initial		PTU	M		2	12		4	-2	2	0	0
Sporting Events		PTU		2	2	20	130	0	(+2)	1	1	0
						8196	44679.5	544	167	146	119	112
Key - M = mandatory courses, Level 1 next highest priority down to Level 4 Lowest priority												

Driver Training	Delivered	Outstanding												
Advanced Car Course	73	152												
Standard Car Course	108	200												
Advanced Motorcycle	9	4												
Standard Motorcycle	6	(+)3												
Off Road M/C	10	4												
Scooter	0	4												
Prot Driver	4	0												
Vehicle Handling	0	0												
4x4	1	37												
Response	11	(+) 2												
Carrier Course	13	48												
Carrier Course D1	0	0												
Carrier Course Response	4	55												
Trailer Course	0	0												
LGV	4	10												
PCV	0	0												
TPAC	0	0												
Police Staff Assess	56	0												
Pre Adv Car Assess	68	0												
Pre Stnd Car Assess	126	0												
Pre Adv Bike Assess	0	0												
Pre Stnd Bike Assess	4	0												
Pre Crse re test	0	0												
Assess After Grounding	3	2												
Area Assessments	2	1												
Police Staff Assess	2	0												
Extra Courses Provided ***														
Advanced Disclousre Training														
Centrex Specialist Child Abuse Investigation														
Health & Safety Learning Environment														
CSO PSP														
CSO Powers course														
CSO Assessment														
Family Liaison Co-ordinator														

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

Meeting: 2nd March 2006

Report of the Chief Constable

Management Review of Forensic Medical Examiners (FMEs)

1. Purpose

The purpose of this report is to inform Members of the ongoing review of Merseyside Police Forensic Medical Examiners (FMEs).

2. Recommendations

The Police Authority is requested to:

- a) note the need to obtain additional management information before considering a further study to determine if further efficiencies of FME services can be achieved; and
- b) agree that a further report on the FME review be submitted to a future meeting of the Resources and Strategy Committee.

3. Background

- 3.1** At the meeting of the Best Value Scrutiny Committee on 27th January 2005, Members considered a report on the Best Value Service Review of Criminal Justice Processes. Consequently, Members requested that a report on the current situation in respect of FMEs be submitted to a future meeting of the Resources and Strategy Committee.
- 3.2** On 14th April 2005, Members of the Resources and Strategy Committee considered a report of the Chief Constable, which gave an overview of the use of FMEs by Merseyside Police. Members resolved that the Force undertake a review of the operating practices in the use of medical services, including determination of the arrangements in other forces.
- 3.3** This review was undertaken as a business management review over a period of four weeks and has recently been concluded and reported to the Force's Business Management Group.

- 3.4** The Service Improvement Team has provided baseline information on the current FME service and has identified some weaknesses in the system.
- 3.5** Before any recommendations can be made regarding this service, further research is required before the Force can be in a position to provide a more comprehensive analysis of its FME service requirements. This analysis has to be undertaken before any recommendations regarding alternative arrangements can be made.
- 3.6** The current review has identified that, partly due to changes within PACE, there is scope within the delivery of the FME service for nurses to be utilised to a greater extent within the service currently delivered by doctors.
- 3.7** Due to timescales, benchmarking with other forces has been undertaken via a questionnaire and, from the results; two external companies have been identified as providing alternative healthcare provisions for various Forces.
- 3.8** Further consultation and feedback from Lancashire Constabulary and West Yorkshire who use these companies has been positive overall, however, the Force would wish to learn and benefit from their experience.

4. Issues Around Current Provision

- 4.1** The review has identified that there appears to be limited management information regarding the role of the FMEs. The team was unable to obtain precise details of patterns or demand, and the nature of work undertaken. This kind of information is important and would enable the Force to make decisions over its future arrangements in health care provision within its custody suites.
- 4.2** If the Force wishes to explore the possibility of providing alternative FME services, then it needs to gain a comprehensive knowledge of its requirements in order to produce an accurate specification document.
- 4.3** Further work is therefore required to establish the current provision regarding the specific nature of FME work within the Force.
- 4.4** The service provided by the FMEs is not being monitored or quality assured by the Force at the present time, both in terms of role and service fee claims. (Auditors from the Police Authority have recently conducted an audit of the FME payment system and amongst the audit findings it was identified that some duplicate payments have been made to FMEs). The role of the Principal FME appears to be that of a co-ordinator and not supervisory. They take responsibility for initial monitoring of the service but do not necessarily have daily contact with the FMEs.
- 4.5** Mechanisms should be in place to secure a medical professional line of management to the Principal FMEs and their teams. This could be done through a professional body such as the Association of Forensic Physicians or the British Medical Association. If outsourced, an independent company could arrange and oversee FME management and training, and conduct an appraisal system.

4.6 Clearly as identified by the Police Authority Auditors there are weaknesses in the current financial system for FME payments. The audit report has made recommendations to improve procedures and systems used for payment of FME expense claims which will ensure that appropriate controls and checks are in place to make procedures more robust.

4.7 However, there are options that are available now to facilitate the delivery of this service but before an informed decision is arrived at it requires further consultation/analysis to examine;-

1. Options for a revised and improved internal FME service
2. Options for a joint agency approach with a local healthcare trust
3. Options to outsource FME service delivery to an external company

5. Consultation

Consultation has been undertaken with Custody Sergeants from each Force custody suite and with each Area in regard to the findings of the report. Contact has been made with several police forces via questionnaires and personal visits.

6. Financial and Staffing Implications

At this time baseline information has been obtained and it would appear that there is the opportunity to both improve service delivery and for the Force to make overall financial savings.

7. Risk Assessment

At present the review has highlighted that current Force practices in respect of FME management has weaknesses. If the Force does not take action to remedy the current FME system it could be subject of abuse (although there is not evidence that this is currently an issue). There is also the missed opportunity of developing the FME service in line with current changes within law, which will both offer a better service and may offer substantial financial savings to the Force.

8. Conclusion

8.1 At this time the review offers options available to the Force at a strategic level. However, prior to any decisions concerning the most appropriate FME service delivery, further detailed work is required to address the current weaknesses and enable the Force to be in a position to put forward an appropriate business case.

- 8.2** Staff within the Corporate Criminal Justice Department have been requested to gather data over the next three months to establish the current provision regarding the specific nature of FME work within the Force. In addition this Department is working closely with the Finance Department to introduce more appropriate management practices to ensure the integrity of the process and service delivery, in accordance with the recommendations from the Authority's Internal Audit Section.

Bernard Hogan-Howe
Chief Constable

Contact: Karen Seaman, Service Improvement Coordinator & Lynn Drohan, Team Member
Telephone: 0151 777 8075 & 8414
Background Papers: None