

21st February 2007

Paul Caton
Direct Line 0151 285 5504

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 1st March 2007** 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

MERSEYSIDE POLICE AUTHORITY

RESOURCES AND STRATEGY COMMITTEE

MEMBERSHIP

Elected Members

P Astbury
C Eldridge
Ms D Kerrigan
W Weightman
Mrs K Wood (Chairperson)

Magistrate Members

Mr M J Amos JP
Mr J F Williams JP

Independent Members

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

Co-Opted Members

Mr C Van-Rooy (Unison)
Mr P Dow (GMB)

MERSEYSIDE POLICE AUTHORITY
RESOURCES AND STRATEGY COMMITTEE

1st March 2007

AGENDA

PART 1

Apologies

ITEM	PAGE
1. <u>DECLARATIONS OF INTEREST</u>	
2. <u>MINUTES</u>	
To receive as a correct record the minutes of the meeting of the Committee held on 14 th December 2006.	1.
3. <u>PRESENTATIONS</u>	
To receive the following presentations from the Chief Constable: -	
<ul style="list-style-type: none">• Health and Safety; and• Activity Based Costing	
<u>JOINT REPORT OF THE TREASURER AND CHIEF CONSTABLE</u>	
4. <u>POLICE USE OF RESOURCES (PURE) ACTION PLAN</u>	5.
<u>REPORTS OF THE CHIEF CONSTABLE</u>	
5. <u>TRAINING PLAN UPDATE 2006/07</u>	25.
6. <u>TENDER MONITORING</u>	33.
7. <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 and having satisfied the provisions of Section 10, the public may be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in the following paragraph(s) of Part 3 & 7 of Schedule 12A to the Act:-

REPORT OF THE CHIEF CONSTABLE

Page

8. **TENDER MONITORING**

53.

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

RESOURCES AND STRATEGY COMMITTEE

At a meeting of the Resources and Strategy Committee held on Thursday 14th December 2006 in the Meeting Room, Mercury Court, Tithebarn Street, Liverpool, the following Members were present:-

Elected Members

P Astbury
C Eldridge
Ms D Kerrigan
W Weightman
Mrs K Wood (Chairperson)

Magistrate Members

Mr M Amos JP
Mr J F Williams JP

Independent Member

Mr D Bradbury

Union Officials (non-voting)

Mr C Van-Rooy (Unison)
Mr P Dow (GMB)

Apologies

Apologies for absence were received on behalf of Mr T C Kelly and Prof. A B Zack-Williams.

41. Declarations of Interest

Councillor C Eldridge declared a personal and prejudicial interest in the Merseyside Police Marine Unit (minute 53 refers) and left the meeting whilst the item was under consideration.

42. Minutes

The minutes of the meeting of the Committee held on the 2nd November 2006 were received as a correct record and signed by the Chairperson.

43. Provisional Local Government Finance Settlement 2007/08

The Committee considered the joint report of the Treasurer and Chief Constable in respect of the initial assessment of the financial implications of the Provisional Settlement to the Police Authority and the effect on the Authority's Budget Strategy.

The Chairman of the Authority reported that he had asked the Treasurer and Chief Constable to write to Government, requesting further information beyond this year's settlement in order for the Authority to make provisions for its Medium Term Strategy into 2009/10 and an explanation of the analysis of grant settlement issued elsewhere for 2007/08. He also indicated that the Committee, in considering the latest position of the recruitment of PCSO's elsewhere on the agenda, would need to be mindful of the uncertainty of future financing proposals and that the issue would also be covered in the letter.

RESOLVED - That the Committee:-

- (i) requests the Chief Constable and Treasurer to consider the options available to deliver policing services in compiling the 2007/08 Budget in the light of the anticipated deficit within the currently approved spending plan; and
- (ii) notes the letter sent to Government in respect of the Provisional Settlement and plans for Police Grant and other funding streams in the medium term.

44. Efficiency Plan 2006-07

The Committee considered the joint report of the Treasurer and Chief Constable in respect of an assessment of how Merseyside Police is performing against the 2006-07 Efficiency Plan.

RESOLVED- That the joint report be noted.

45. Police Use of Resources (PURE) Assessment

The Committee considered the joint report of the Treasurer and Chief Constable on the Police Use of Resources (PURE) Assessment which had been recently undertaken by the Audit Commission.

RESOLVED-

- (i) That the joint report be noted at this stage; and
- (ii) that the Committee notes the action taken by the Treasurer to appeal against the published results and awaits a further report.

46. Health and Safety Update

The Committee considered the joint report of the Chief Executive and Chief Constable, which sought approval on the suggested reporting arrangements to the Committee in the future.

RESOLVED- That the reporting arrangements set out in the report be recommended to the Police Authority.

47. Ratio and Structures

The Committee considered the report of the Chief Constable in respect of initial arrangements made by the Force to address budget pressures in the current and succeeding years.

RESOLVED -

- (i) That the report be noted;
- (ii) that details of the proposals be submitted to future meetings of this Committee and the Police Authority; and
- (iii) that once details of the proposals have been shared with the Authority, arrangements be made for the matter to be considered at the Joint Consultative Committees.

48. Personnel Plan 2006/2007 – 2nd Quarterly Update

The Committee considered the report of the Chief Constable in respect of an update on performance against the Personnel Plan 2006/2007 for the 2nd quarter, July to September 2006.

RESOLVED- That the report be noted and the Force's Savings and Investment Panel be requested to carefully consider the deployment of officers on restricted duties, referred to in the report.

49. Update on the Police Service National ABC Costed Model

The Committee considered the report of the Chief Constable on compliance with the Home Office Manual of Guidance for production of the ABC Costed Model and provided an overview of the results of the 2005/06 ABC Outturn Project.

RESOLVED-

- (i) That the report be noted; and
- (ii) that the Chief Constable be requested to seek more appropriate comparative data from the Home Office and a further report be submitted to a future meeting of the Committee when data on the results of other Forces for 2005/06 is available.

50. Merseyside Police Headquarters – Advertising Hoardings

The Committee considered the report of the Chief Constable, which sought approval to erect two advertising hoarding displays within the Police Headquarters complex at Canning Place and other potential sites across the Force Area.

RESOLVED-

- (i) That the Estates Strategy Committee be requested to consider the implications and details of proposed contract proposals; and
- (ii) that a further report on firm proposals be submitted to a future meeting of this Committee.

51. Police Community Support Officers

The Committee considered the report of the Chief Constable on the current position in respect of the recruitment of Police Community Support Officers (PCSOs).

RESOLVED -

- (i) That progress made with regard to the recruitment and deployment of 275 PCSOs by 30th April 2007 be noted; and
- (ii) that the information provided by Government with regard to the changes to the Neighbourhood Policing Fund in 2007/08 and the letter of the Treasurer and Chief Constable in response and referred to above (minute 43 refers) be noted.

52. Local Government (Access to Information) Act 1985

RESOLVED- That in accordance with the provisions of the Local Government Act 1972 and having satisfied the requirements of paragraph 10, the public be excluded from the meeting for the following item of business on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 3 and 7 of Part 1 of Schedule 12A to the Act 1972.

53. Merseyside Police Marine Unit

The Committee considered the report of the Chief Constable on the development of a Merseyside Police Marine Unit.

RESOLVED- That the issue be deferred for further clarity on the proposals.

Minutes 41 to 53 received as a correct record the 1st day of March 2007.

Chairperson of the Committee
(The meeting closed at 3.21pm)

MERSEYSIDE POLICE AUTHORITY

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

Meeting: 1st March 2007

JOINT REPORT OF THE TREASURER AND THE CHIEF CONSTABLE

Police Use of Resources (PURE) Action Plan

1. Purpose of Report

The purpose of the report is to inform Members of the action taken to date to address the issues identified by the Audit Commission during their recent Police Use of Resources (PURE) Assessment.

2. Recommendations

Members are asked to approve the action plan contained in **Appendix 1**.

3. Background

- 3.1 The Audit Commission are required to assess how well Police Authorities manage and use their financial resources by providing scored judgements on the Authority's arrangements in five specific areas. This is known as the Police Use of Resources Evaluation (PURE) and was completed for the first time in 2006.
- 3.2 The Audit Commission have scored the Authority an overall 2, i.e. only at minimum requirements – adequate performance.
- 3.3 The Police Use of Resources assessment is to be conducted annually.

4. Action Taken to Address Issues Identified

- 4.1 In order to address the issues identified by the Audit Commission an action plan has been produced by the Treasurer and the Chief Constable and is detailed in **Appendix 1** for Members consideration. Progress against the actions detailed is shown. It is noted that a number of the actions have either been completed or are well underway to being addressed.

4.2 It is proposed that the Committee continues to receive updates on progress against this action plan.

5. Financial and Staffing Implications

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

6. Risk Assessment

Failure to address the issues identified by the Audit Commission would lead to the Authority not improving on its current scored judgement, which would lead to the Authority once again being judged as performing adequately in managing and using its resources.

7. Conclusions

The Audit Commission has undertaken a PURE assesment on how the Authority manages and uses its financial resources. The Audit Commision have scored the Authority an overall 2, i.e. only at minimum requirements – adequate performance. The successful completion of the attached action plan should ensure demonstrative progress in all areas of the PURE assessment, which should lead to an improvement in the scored judgement for 2007/08.

Paul Johnson
Treasurer to the Authority

Bernard Hogan-Howe
Chief Constable

Contact Officers: Julie Gill, Director of Resources (0151) 777 8025
John Riley, MPA Financial Services Manager, (0151) 285 5526

Merseyside Police Authority
PURE 2005/06 Assessment Action Plan

Key Line of Enquiry (KLOE): Financial Standing

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The reserves policy has remained unchanged for a number of years and we have not seen evidence that it is clearly linked to a thorough assessment of needs and risks. The Authority needs to ensure that its policy for reserves and balances is determined by a proper assessment of need and potential financial risks.</p>	<p>The Authority should undertake an annual 'Risk Analysis' of its General Balances. The analysis should be linked to the Authority's and Forces Risk Registers and should be clearly identified within the annual budget document.</p>	<p>Paul Johnson, MPA Treasurer / Julie Gill, Force Director of Resources</p>	<p>Completed</p>	<p>Risk analysis of General Balances completed and included within the 2007/08 Budget report (Appendix G) and Treasurers Robustness of estimates and adequacy of financial reserves report.</p>
	<p>In addition, information will be contained within the Local Policing Plan (LPP) making reference to Risk Management and the policy with regard to reserves and balances.</p>	<p>Carolyn McConnell, MPA Head of Administration</p>	<p>31.03.07</p>	<p>MPA Head of Admin is reviewing the approach to the LPP. A more strategic document will sit above the operational documents and will reference and place greater emphasis on risk management and resources.</p>

KLOE: Financial Reporting

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>Working papers to support the accounts are fairly comprehensive but there is scope to improve quality assurance, in particular by developing analytical review and variance analysis, before accounts are submitted for approval.</p>	<p>Closedown working papers to be quality assured by the Force and evidenced to that effect.</p>	<p>Geoff Broadhead, Force Head of Finance</p>	<p>21.07.07</p>	<p>To be undertaken as part of the Closedown process.</p>
<p>There is scope to the improve accessibility to inspection and best value reports, which are currently embedded in committee reports on the website.</p>	<p>Establishment of a separate Inspections Sub-Committee to devote more time to consider the findings from Audit and Inspections Reports.</p>	<p>Carolyn McConnell, MPA Head of Administration</p>	<p>Completed</p>	<p>An Inspections Sub-Committee has been set up and is now fully operational. The Committee is authorised to ensure recommendations are completed and the required improvements are achieved.</p>
	<p>Establish a separate home page for Service Improvement and Inspection reports on the Authority's web-site, this page should have links to the final reports.</p>	<p>Carolyn McConnell, MPA Head of Administration</p>	<p>31.03.07</p>	<p>A review of the Authority's website is currently being undertaken and will significantly enhance the way information is displayed. This recommendation forms part of the review.</p>

KLOE: Financial Reporting (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>There is scope to develop arrangements to ensure that financial reporting is tailored to meet stakeholder requirements. For example the Authority should produce and publish summary accounts in a format which is readily accessible to the public.</p>	<p>An annual summary of the accounts should be produced and put on MPA web-site.</p>	<p>John Riley, MPA Financial Services Manager</p>	<p>31.07.07</p>	<p>The production of the annual accounts summary has been built into the Production of the Statements of Accounts forward plan for 2007/08.</p>

KLOE: Financial Management

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The connection between policing plan priorities and the medium term financial strategy (MTFS) need developing to demonstrate how those priorities are to be resourced to ensure the desired outcomes are achieved. There is also a need to provide clearer links between the policing plan, MTFS and other key documents including the estates and capital strategies.</p>	<p>The linkage between the 2007/08 Budget and the LPP should be clearly demonstrated within both the annual budget report and LPP. In respect of the LPP it is planned that under each of the strategic priorities within the LPP there is a greater emphasis on the resources required to finance improvements.</p>	<p>Paul Johnson, MPA Treasurer, Julie Gill, Force Director of Resources, & Carolyn McConnell, MPA Head of Administration</p>	<p>31.03.07</p>	<p>The linkage between the 2007/08 budget and the LPP has been demonstrated within Appendix E of the 2007/08 Budget Report. A draft LPP has been prepared and has been shared between MPA and the Force. A separate section on resources has been developed within the LPP to ensure there are clearer links between the MTFS and improved performance. A second meeting of Members to consider the targets contained within the LPP has been arranged. This has been arranged following the budget meeting to ensure that resources are in place to achieve the desired outcomes.</p>

KLOE: Financial Management (Cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>Information from performance, activity and risk analysis is not fully integrated into the medium term financial planning process. This potentially prevents resources from being effectively directed to those areas most in need.</p>	<p>Link to be made clear within the 2007/08 Budget report and LPP. In addition, the Chair of PRSC has requested that financial information be provided in performance reports to the Committee.</p>	<p>Paul Johnson, MPA Treasurer, Julie Gill, Force Director of Resources, & Carolyn McConnell, MPA Head of Administration</p>	<p>31.03.07</p>	<p>See progress relating to last issue. Meetings have been held between MPA and SDD to discuss this issue. SDD have prepared a draft outline template for performance information to be presented to Committee which will include financial and resource information.</p>

KLOE: Financial Management (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The technical guidance for finance staff should be updated regularly to ensure it remains fit for purpose. It should include an outline of the scheme of delegation below the Chief Constable. This will raise awareness of the scheme and help to ensure that it is applied consistently.</p>	<p>The technical guide is to be updated for 2007/08. The guide will include the scheme of delegation below the Chief Constable.</p>	<p>Geoff Broadhead, Force Head of Finance, Paul Johnson, Treasurer.</p>	<p>31.03.07</p>	<p>Work in progress.</p>
<p>The arrangements for monitoring partnerships need to be strengthened to develop better links between financial and performance monitoring. The corporate arrangements to identify and share good practice can also be improved.</p>	<p>A bi-annual report is prepared for the Resources and Strategy Committee covering the financial risks of partnership. The operational and financial impacts are taken into consideration within the Resource Allocation Model and the budget, and where long-term partnership funding is committed, they are incorporated within the Force establishment.</p>	<p>Julie Gill, Force Director of Resources</p>	<p>31.03.07</p>	<p>Completed</p>

KLOE: Financial Management (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The Authority and Force need to agree an estates strategy to provide a framework for planning and budgeting for the future. Officers and members have already recognised the need to improve the arrangements for managing their estate. Members have improved the principles of an estates strategy and have identified a number of actions to be taken.</p>	<p>The Authority should have an Estates Strategy, which includes details of implementing this strategy. The strategy to be monitored by the Estates Strategy Committee.</p>	<p>Paul Johnson, MPA Treasurer, Julie Gill, Force Director of Resources</p>	<p>26.04.07</p>	<p>Consultants have been employed by the Authority to develop an Estates Strategy. On 17.01.07 the consultants CB Richard Ellis presented their proposals for an estate strategy to the Estates Strategy Committee. The Committee resolved to recommend the strategy proposed to the Police Authority and that the Authority approve the financing of 3 areas in order to get the strategy underway. Further work was required on the long-term financing of the strategy and the future of Force HQ.</p>

KLOE: Internal Control

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The corporate arrangements for maintaining and reviewing risk registers are new and not yet embedded across the Force or the Authority. More work is needed to ensure - and demonstrate - that business risks which have been identified are properly managed and kept under review by both the Force and the Authority.</p>	<p>MPA / Force</p> <ul style="list-style-type: none"> - Strategic Risk Register to be produced, covering overarching risks. <p>MPA</p> <ul style="list-style-type: none"> - Review current Risk Register <p>Force</p> <ul style="list-style-type: none"> - review current Risk Register - review departmental / Area Risk Register. 	<p>Carolyn McConnell, MPA Head of Administration / Shirley Jones, Force Risk Manager</p>	<p>31.03.07</p>	<p>Report submitted to Resources & Strategy Committee setting out the planned approach on 14.09.06. All Risk Registers are currently being reviewed. In addition, a strategic register has been prepared by MPA and the Force for Consultation.</p>
<p>Although Members and senior officers attended an away day to raise awareness of risk management, there is scope to undertake further training for all officers and members.</p>	<p>Further training to be provided to Members in Risk Management issues.</p>	<p>Carolyn McConnell, MPA Head of Administration</p>	<p>31.03.07</p>	<p>Further Member awareness session on Risk Management currently being arranged. This will be a joint session between the Authority and Force.</p>

KLOE: Internal Control (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>Effective links between the risk management arrangements and the financial, service planning and performance management processes are not yet in place.</p>	<p>The Forces risk register to form part of Budget report 2007/08, highlighting resourcing decisions to optimise performance. Local Policing Plan strives to make clear these links</p>	<p>Paul Johnson, MPA Treasurer, Julie Gill, Force Director of Resources</p>	<p>Completed</p>	<p>The Forces Risk Register has been utilised to produce the risk analysis of General Balances included within the 2007/08 Budget report (Appendix G) and Treasurers Robustness of estimates and adequacy of financial reserves report. Key risks identified in the Strategic risk register have informed Policing Plan priorities and these links have been made clear in the LPP draft. In addition, within the 2007/08 budget report a number of budgetary pressures have been identified in 2007/08.</p>

KLOE: Internal Control (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>There are no clear action plans or timetables in place to show how significant control weaknesses identified in the Statement of Internal Control (SIC) will be addressed. For example, risk management was identified as an issue in 2004/05. Whilst progress has been made it is not yet fully embedded and there is no clear action plan in place.</p>	<p>MPA / Force to produce SIC Action plan on an annual basis. Plan to be included within SIC report to Authority, for approval monitoring of plan to be undertaken by Resource & Strategy Committee.</p>	<p>John Riley, MPA Financial Services Manager, Julie Gill, Force Director of Resources & Steve Watson, Head of SDD</p>	<p>21.07.07</p>	<p>The Authority and the Force will look to control these risks throughout the year. These risks have been recognised in the Force's risk register.</p>
<p>The Authority and Force have effective business continuity arrangements in place for IT but not in other areas. More work is needed to formalise corporate arrangements for business continuity to ensure they are coherent, robust and tested.</p>	<p>Business continuity plans for all areas of the Force, plus corporate arrangements, are to be prepared.</p>	<p>Julie Gill, Force Director of Resources.</p>	<p>31.03.07</p>	<p>The production of the SIC action plan has been built into the Production of the Statement of Accounts forward plan for 2007/08.</p> <p>The Areas and Departments are currently producing their continuity plans.</p>

KLOE: Internal Control (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The Force is committed to the National Code of Conduct for Police Officers. Other Force staff are expected to adhere to the same code but it has not been tailored to their needs nor has a separate code been issued. The Force should assess the appropriateness of continuing to apply the National Code to all staff.</p>	<p>Currently there is a draft standard of professional behaviour for Police Staff on which the Trade Unions have been asked to consult their members and return comments by Wednesday 28th February 2007. It is anticipated that this will be in place shortly.</p> <p>This document was sent out by Ben Priestly, the National Officer, Police Staff Group.</p> <p>A Code of Behaviour for Temporary Staff and contractors has been produced which was given Force approval and is on the Merlin Site</p>	<p>Julie Gill, Force Director of Resources</p>	<p>31.03.07</p>	<p>Police Staff - Professional Behaviour Code in progress.</p>
<p>There is scope for the Standards Committee to develop its current role to include an assessment of how effectively Authority members are complying with the code of conduct.</p>	<p>Seek views of Members as to how this action might be achieved.</p>	<p>Carolyn McConnell, MPA Head of Administration</p>	<p>31.03.07</p>	<p>A report setting out the recommendation has been presented to the Standards Committee and a number of approaches were agreed. Whilst these will be implemented it</p>

KLOE: Internal Control (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>There is no formal mechanism to ensure that any weaknesses identified through complaints, whistle blowing and other work by the PSU (Police Standards Unit) are used to strengthen internal control arrangements. As a result necessary changes in procedures or behaviours may be overlooked.</p>	<p>A mechanism is in place using the Reputation Risk Management meeting structure chaired by the DCC. This group involves key Individuals, i.e. SDD, Media Relations, Legal Services, Head of PSD/PSU and ensure that any issue which could have a negative effect upon the reputation of Merseyside Police is addressed</p>	<p>Julie Gill, Force Director of Resources</p>	<p>Completed</p>	<p>should be noted that a new Code of Conduct is currently out for consultation. A Standards Committee met on 19 February 2006. Wider consultation with all Members has been arranged. Arrangements have been made to enable Members of the Standards Committee to attend a series of roadshows on the new Code during June 07.</p> <p>Completed</p>

KLOE: Internal Control (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
	<p>and where necessary force policy/procedure are strengthened accordingly. Both the PSD & PSU use this forum to address and identify weakness in internal control processes.</p>			

KLOE: Value for Money

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The Force's above average costs can, in part, be attributed to the high crime levels, especially Level 2 criminality. The Police Authority also has a clearly stated policy to increase the numbers of front line police officers and this is reflected in above average council precepts and salary costs. The Force already has the second highest proportion of police officers, per head of population in England & Wales. But the numbers of reported crimes per officer and offenders brought to justice are low compared to other forces. There is scope to improve performance in terms of crime reduction and detections and demonstrate how the increased investment on Merseyside leads to better outcomes for local people.</p>	<p>The Force is committed to continue to achieve value for money by reducing costs, and there has been some significant achievements since 2004/05 on this measure. The Force's performance has also improved as a result of changes in resource allocation.</p> <p>The Force will continue to seek improved performance from declining resources as a regular aim of the policing plan targets. However, the Force invests to a more extensive level than other Forces to meet the more extensive serious and organised crime threats within the area, which are acknowledged nationally and will contrive to do risks to do this to police property. Merseyside this needs to be reflected.</p>	<p>Simon Byrne ACC Area Operations/ Julie Gill, Force Director of Resources</p>	<p>On going</p>	<p>Performance has improved significantly in 2006/07 as reported to the Performance & Scrutiny Committee. This has been achieved without the requirement for additional resources, and was based on the reinvestment of efficiencies to address policy priorities.</p>

KLOE: Value for Money (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>Although the Force achieved the national target of 15 per cent reduction in overtime, at 4.9 per cent (2004/05), it is the highest within its MSF group.</p>	<p>The Force will be reducing the budget for overtime during the 2006/07-budget year, and forward years.</p>	<p>Julie Gill, Force Director of Resources</p>	<p>31.03.07</p>	<p>Completed</p>
<p>The relative performance of all five partnerships deteriorated between 2003/04 and 2004/05.</p>	<p>The five CDRP partnerships have targets, which are set by Government Office North West. The performance of the partnerships is monitored at BCU level and reported via Area Performance meetings on a monthly basis. The performance is also reported to the Police Authority every six weeks via Performance Scrutiny & Review Committee. Government Office North West review targets and have provided initiatives / funding where needed.</p>	<p>DCC Jon Murphy & Steve Watson, Head of SDD</p>	<p>31.03.07</p>	<p>Maintain Progress</p>

KLOE: Value for Money (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>The Force introduced a resource allocation model in 2005/06. This model is used to (re) deploy resources across BCU areas but the longer term impact (such as reduction in crime) is not clearly quantified, for example, the deployment of additional officers in North Liverpool. As a result, the link between changes in resource allocation and improved outcomes for local people are not transparent.</p>	<p>The Force only re deploys resources in accordance with the resources allocation model where there is an operational case to do so, and a belief that performance will improve and risks will be reduced.</p> <p>Improvements in performance reporting, including costed action plans where resources are required, will demonstrate the effectiveness of resource deployment.</p>	<p>Jon Murphy, Deputy Chief Constable</p>	<p>Ongoing</p>	<p>Recent redeployments have been followed by improved performance in all cases. e.g. Knowsley extra 10 officers. Creation of ASB Task Force.</p> <p>SDD have prepared a template for the presentation of this information to MPA committee,</p>

KLOE: Value for Money (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>There is more work to do to demonstrate how value for money is achieved - compared with other forces - in key areas including forensics and training and in securing the outcomes of BVRs. Of 12 recent BVRs, objectives have been achieved (either fully or mostly) in nine areas and two were identified as significantly under-achieving. Monitoring of the output of these reviews in terms of better service outcomes is generally weak and the Service Improvement and Scrutiny Committee is generally not well attended.</p>	<p>More Force and MSF comparisons are carried out when looking at areas for BVR.</p>	<p>Julie Gill, Force Director of Resources</p>	<p>30.04.07</p>	<p>Work in progress.</p>

KLOE: Value for Money (cont)

Issues	Action/Response	Responsibility	Timescale	Progress to date
<p>We recently assessed the way in which the Force manages and utilises activity based costing (ABC) data as fair. But the use of ABC and other activity data to review performance and drive improvements and efficiencies remains patchy, and there is no corporate approach for ensuring that BCUs make effective use of the information. Poor officer awareness of ABC results remains an issue and hampers efforts to embed it within the Force.</p>	<p>The Force already uses Activity Analysis (the drive of ASB) in a number of studies. Further reports will be prepared for the Authority to review the utilisation of ABC.</p>	<p>Julie Gill, Force Director of Resources</p>	<p>Ongoing</p>	<p>A presentation is scheduled to the Resources and Strategy Committee on 01.03.07. MPA have identified a Member with lead responsibility for ABC. In addition, the participation of the MPA Performance Manager on the ABC Project Board should enable greater links between performance and efficiency.</p>



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

Meeting: 1st March 2007

Report of the Chief Constable

Training Plan Update 2006- 2007

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. Mandatory training takes priority over all other training.

3.3 Training within MD&T is prioritised into the following categories; -

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

4. Training Plan Update 2006 – 2007 (1st October to 31st December 2006)

4.1 This report details performance up to and including the end of the third quarter of 2006/07 (1st October to 31st December 2006).

4.2 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 total number of staff trained during April to December 2006, inclusive, is 10,249.

- 4.4** The total number of training days delivered during April to December 2006, inclusive, is 41,623.
- 4.5** Attendance on courses is improving month on month, with an overall figure of 95.3%. More importantly, December 2006 courses showed the most marked reduction in absenteeism, reduced to a 1% absence rate or, more positively, a 99% attendance rate.
- 4.6** The intake of 51 new student officers at a community centre (Bold Miners centre, St Helens) has continued to run well. This arrangement allows easy access to the local community and officers have completed role - play exercises in the locality.
- 4.7** The second Initial Public Order Commanders Course (IPOC) has been run with lessons learned from the pilot. The students on this course will be used as assessors for the programme (IPOC is assessed by peers in the workplace). A modular Personal Safety (self defence) trainers course was also run for the first time, and includes an element of assessment (conducted by MD&T staff). Student feedback has been very positive. The Assistant Chief Constable (Operations Support) has commissioned a review of public order and this will include a re-examination of the intention to train 1,800 staff to level 2. MD&T are fully involved in the review.
- 4.8** The CID Review, undertaken in July of 2006, created a requirement for more detectives to be trained. In order to provide greater numbers of trained CID officers, extra Initial Crime Investigators Programme courses have been planned. These courses commenced late December 2006/ early January 2007. The training venue has been provided by MD & T and additional trainers have been allocated to specific courses.

5. Financial and Staffing Implications

In order to complete the training of the extra recruits, 5 Area staff are currently seconded to MD&T to assist in delivery of student police officer training (IPLDP); their costs are being borne by relevant Areas. Plans are at an advanced stage to train the next tranche of Police Community Support Officers at a community venue in Liverpool 8. Dependent on final numbers, MD&T staff will take the lead, but some agency trainers may be needed to assist in this regard.

6. Risk Assessment

The Force continues to ensure maximised attendance on all courses, however operational exigencies still affect attendance. MD&T continue to balance conflicting demands in order to maintain Force performance. Mandatory training continues to be the priority.

7. Conclusion

MD& T continues to work in partnership with Areas and Departments to ensure the supply of courses matches the need for development. In January 2007, the TNA process commenced in order to incorporate Basic Command Unit and Department needs within training delivery. This process will reflect the needs of the organisation in terms of the delivery of prioritised courses.

**Bernard Hogan- Howe
Chief Constable**

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

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

Meeting: Thursday, 1 March 2007

Report of the Chief Constable

Tender Monitoring

1. Purpose

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

The report covers the period 29 September 2006 to 30 January 2007.

2. Recommendation

Members are invited to note this report.

3. Tender Process

- 3.1** Under Standing Order 7, the full tender procedure is required for supplies, services or works when the cost estimate is in excess of £50,000.
- 3.2** Under Standing Order 13, when that estimate is in excess of £500,000, tenders are opened by a panel of Members, but otherwise tenders are opened in-house in the presence of either an Assistant Chief Constable or a civilian Director and a member of the Force Solicitor's staff.
- 3.3** Members asked to be kept informed of how the process had been implemented by receiving details of tenders requested, opened and evaluated, and procurements made. In accordance with Members' wishes, the attached report shows details of tenders where the size of the transaction was estimated as in excess of £50,000.

4. Risk Assessment

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

5. **Financial and Staffing Implications**

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

6. **Conclusion**

This report details the tender monitoring process, as requested by Members, who are asked to note this report.

**Bernard Hogan-Howe
Chief Constable**

Contact:

Telephone:

Background Papers:

Helen Mercer, Force Solicitor

0151 777 8080

Standing Orders and Tender Monitoring Returns from relevant departments.

MERSEYSIDE POLICE AUTHORITY

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

Meeting: Thursday, 1 March 2007

**TENDER MONITORING
SUMMARY SHEET**

**1. TENDERS OPENED BY THE AUTHORITY
(Estimated cost more than £500,000).**

1.1 Supply of Hire Vehicles to the Force

Estimate: £975,600* (3 years) See 1(b)

Successful Tender: See Below

	<u>From £</u>	<u>To £</u>
<u>Daily Rate</u>	10.50	79.66
<u>Weekly Rate</u>	57.50	428.05
<u>Monthly Rate</u>	234.00	1,608.88
<u>6-Monthly Rate</u>	1,282.50	6,136.00
<u>Yearly Rate</u>	2,436.72	19,306.56

All above prices depending on type of vehicle, from small saloon to minibus for 17

**1.2 Altcar - Main Contract - Provision of
Accommodation for Firearms Training** Contract not yet let - to be reported in next Monitoring Report

**1.3 Altcar - Sub-contract - Supply, Delivery and
Fitting out of a Temporary Building** Contract not yet let - to be reported in next Monitoring Report

2.	TENDERS OPENED IN FORCE (Estimated cost more than £50,000 but less than £500,000)	
2.1	Police Headquarters - Adaptations to 6th Floor to form new Office / Control Room: Main Contract:	
	Estimate:	£275,000.00
	Successful Tender:	£289,965.00
2.2	Police Headquarters - Adaptations to 6th Floor to form new Office / Control Room: Electrical Sub-contract:	
	Estimate:	£126,000.00
	Successful Tender:	£161,537.78
2.3	Provision of High Volume Colour Photocopier for Force Print Unit	
	Estimate:	£20,000.00 per annum (£40,000.00 for 2-yr contract)
	Successful Tender:	£19,120.84 per annum (£38,241.68 for 2-yr contract)
2.4	Lan Network Equipment & Services	Contract not yet let - to be reported in next Monitoring Report
2.5	St Helens ANPR Project	Contract not yet let - to be reported in next Monitoring Report

MERSEYSIDE POLICE AUTHORITY

STANDING ORDER 7

PURCHASES OVER £50,000

TENDER MONITORING

**1. TENDERS OPENED BY THE AUTHORITY
(Estimated cost more than £500,000).**

1.1 Supply of Hire Vehicles to the Force

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

To provide a flexible and comprehensive supply of hire vehicles to the force to complement the standard vehicle fleet, from 1 February 2007 to 31 January 2010. Continued use of individual suppliers will depend upon satisfactory performance.

On recent evidence, up to 90 vehicles per day may be required for a variety of operational transport functions both inside and outside the force, including the need for anonymity on various activities.

Nine suppliers are the preferred choice to ensure availability and service, whilst providing a robust resilience over 3 years, should any proposed provider fall short in performance terms. It will also ensure a wide and varied choice of vehicles and an opportunity for best value in different vehicle categories.

The contract covers the supply of a wide variety of vehicles, including saloon cars, vans of all types, minibuses etc, and provides for hire on a daily, weekly, monthly, six-monthly and annual basis, although the minimum terms of daily and weekly are the majority choice.

(b) Estimated cost and how arrived at:

Based on previous spend, and calculating a realistic 10% year on year reduction of hire vehicle use through robust policy restrictions, cost over 3 years is estimated at £975,600.*

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

37 companies expressed an interest
37 companies were invited to tender

(d) Companies submitting tenders – listed alphabetically:

Arnold Clark Car & Van Rental
Arval
Burnt Tree Group Ltd
Easi Rent
Enterprise Rent a Car
Hertz Auto Travel
Johnsons Toyota Liverpool
LVR Rental Ltd
Leaseway Vehicle Rental
Sixt Kenning Ltd (Sixt Rent A Car)
TLS Vehicle Rental Ltd
Vanguard Rental (UK) Limited
West Wallasey Fleet Hire Services

Of the above thirteen Companies, two were disqualified. The first was immediately disqualified for identifying themselves on the tender envelope. The second was disqualified as a result of not including signatures in the tender documents.

(e) Tender prices – listed in price order:

	<u>From £</u>	<u>To £</u>
<u>Daily Rate</u>	10.50	79.66
<u>Weekly Rate</u>	57.50	428.05
<u>Monthly Rate</u>	234.00	1,608.88
<u>6-Monthly Rate</u>	1,282.50	6,136.00
<u>Yearly Rate</u>	2,436.72	19,306.56

All above prices depending on type of vehicle, from small saloon to minibus for 17 (See Appendix A)

(f) Successful tenderers:

Arnold Clark Car & Van Rental
Burnt Tree Group Ltd
Easi Rent
Hertz Auto Travel
Johnsons Toyota Liverpool
LVR Rental Ltd
Leaseway Vehicle Rental
TLS Vehicle Rental Ltd

West Wallasey Fleet Hire Services

(g) Successful tender sum:

The nine Tenders with the lowest rates have been accepted.

(h) Criteria for awarding contract:

- A. Business capability capacity and experience
- B. Quality of service
- C. Price
- D. Flexibility

(i) Any particular conditions:

None.

(j) Consultants' Costs

None.

2. TENDERS OPENED IN FORCE

(Estimated cost more than £50,000 but less than £500,000)

2.1 Police Headquarters - Adaptations to 6th Floor to form new Office / Control Room - Main Contract

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

Works comprise adaptations to form new control rooms and associated offices, refurbishment of areas involved, together with installation of mechanical and electrical services to provide an environment suitable for new areas and electrical infrastructure for CCTV and control room equipment.

(b) Estimated cost and how arrived at:

£275,000.00

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

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

Six Companies invited to Tender
Five Companies responded on time
One Company declined to respond

(All Companies selected are on the Approved List of Contractors. Three Companies were chosen from the rotated list and three were selected by the Project Officer based on the Company's past performance and obtaining value for money.)

(d) Companies submitting tenders – listed alphabetically:

Allenbuild North West Limited
J Hawkins Limited
IFS Contractors Limited
MJ Quinn Integrated Services Limited
Whittakers (Huyton) Limited

(e) Tender prices – listed in price order:

£289,965.00
£302,902.00
£316,781.02
£326,565.50
£388,531.00

(f) Successful tenderer:

Allenbuild North West Limited

(g) Successful tender sum:

£289,965.00

(h) Criteria for awarding contract:

Contract awarded to lowest tenderer.

(i) Any particular conditions:

None.

(j) Consultants' Costs

£40,500.00 (includes costs for Consultants, Architect, Quantity Surveyor, Structural Engineers, Mechanical and Electrical Engineers, Planning Application Fees).

2.2 Police Headquarters - Adaptations to 6th Floor to form new Office / Control Room - Electrical Sub-contract

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

Police Headquarters - adaptations to 6th floor to form new office / control room. Electrical sub-contract, being electrical work to support the main contract.

(b) Estimated cost and how arrived at:

£126,000.00

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

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

Six Companies invited to Tender

(Ten Companies on the Approved List of Contactors approved to price for this work - Companies contacted in rotation until six agreed to price.)

Five Companies responded on time
One Company declined to respond

(d) Companies submitting tenders – listed alphabetically:

Banson Electric Company Limited
Delta Rock North West Limited
Lockwoods Construction (Liverpool) Limited
McGoff and Vickers Limited
Glyn Nuttall Limited

(e) Tender prices – listed in price order:

£161,537.78
£166,063.72
£174,765.92
£185,004.30
£195,492.36

(f) Successful tenderer:

Banson Electric Company Limited

(g) Successful tender sum:

£161,537.78

Tender sum higher than estimate due to Contractors being asked to price for additional items (Fire Suppressant: £12,869.09 and Additional UPS requirements: £22,000.00) during tender period.

(h) Criteria for awarding contract:

Sub-contract awarded to lowest tenderer.

(i) Any particular conditions:

None.

(j) Consultants' Costs

Please see Tender Monitoring Report (above) for Main Contract.

2.3 Provision of A High Volume Colour Photocopier

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

To provide the Force Print Unit with a high volume, digital document management, colour photocopier for a period of two years with an option of a further one year.

The existing high volume machines in the Print Unit are aged and

prone to frequent breakdowns. Tenders were invited for the supply of one suitable replacement copier. The tenders were based on a two-year contract, with an option to extend for a further year.

Costs were based on a machine rental plus charge per copy.

(b) Estimated cost and how arrived at:

The estimated cost was £20,000.00 per annum. This figure was based on an average cost over a three-year period and our estimated volume of 4 million copies per annum, based on current contract information available.

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

21 Companies expressed an interest
21 Companies were invited to Tender
11 Companies responded on time

(d) Companies submitting tenders – listed alphabetically:

ABC UK Limited
Altodigital, Leeds
Arena Group Limited
Danka UK Limited
Danwood Group Limited
Konica Minolta Business Solutions Limited
NRG Group UK Limited
OCE Imagistics UK Limited
Ricoh UK Limited
Staff Technology Systems Limited
Xerox UK Limited

Of the above eleven Companies, three were not considered, as they only offered a 5-year option.

(e) Tender prices – listed in price order:

£19,120.00 (option B) per annum
£19,120.84 (option A) per annum
£19,500.00 per annum
£20,210.40 (option B) per annum
£20,911.88 (option A) per annum
£21,191.66 (option A) per annum
£22,450.00 per annum
£23,955.00 per annum
£24,405.60 (option B) per annum
£26,571.52 (option A) per annum
£27,081.48 (option B) per annum
£41,514.21 per annum

Of the eight Companies that tendered, four submitted two options (where there were two different machines that could fulfill the Tender specification) - shown above as Options A and B.

(f) Successful tenderer:

NRG Group UK Limited

(g) Successful tender sum:

£19,120.84 per annum (£38,241.68 for 2-year contract)

(h) Criteria for awarding contract:

Contract awarded to the Company with the lowest bid that met our user criteria.

(i) Any particular conditions:

None.

(j) Consultants' Costs

N/A.

Appendix A

Group - DAILY RATE:	1	2	3	4	5	6	7	8	9	10	11	12	lowest	2nd lowest	3rd lowest
Group A	£11.50	£11.71	£11.80	£11.80	£13.50	£13.50	£13.60	£15.00	£17.00	£17.35	£17.60	£18.00	£10.50	£11.50	£11.71
Group B	£14.00	£15.20	£15.46	£15.00	£16.00	£16.00	£16.60	£17.50	£18.00	£17.95	£21.45	£20.00	£14.00	£15.00	£15.20
Group C	£19.00	£17.48	£20.00	£18.00	£18.00	£18.00	£18.60	£22.00	£25.00	£21.10	£22.55	£22.00	£16.00	£17.16	£18.00
Group D	£24.00	£20.31	£26.00	£20.00	£20.00	£21.60	£30.00	N/A	N/A	£37.00	£24.20	£24.00	£20.00	£20.31	£21.60
Small Vans	£10.00	£11.00	£10.41	£11.00	N/A	£16.00	£11.60	£15.00	£17.00	£21.60	£14.85	£20.00	£10.00	£10.41	£11.00
Large Vans	£14.00	£25.00	£12.79	£12.00	£22.00	£20.00	£13.60	£20.00	£20.00	£23.80	£19.43	£24.00	£12.00	£12.79	£13.60
Luton Elox	£29.00	£36.00	£30.20	£26.00	N/A	£50.00	£26.00	£40.00	£32.00	£39.06	£33.55	N/A	£28.00	£26.00	£29.00
7.5T Van (no Tail Lift)	£60.00	£55.00	N/A	£45.00	N/A	N/A	£55.00	£75.00	N/A	£76.65	N/A	N/A	£45.00	£50.00	£50.00
7/8 People Carrier	£30.00	£28.00	£31.89	£30.00	N/A	N/A	£25.00	£25.00	£50.00	£79.66	£51.76	N/A	£45.00	£40.00	£51.70
12 Minibus	£35.00	£25.00	N/A	£26.00	N/A	£37.00	£20.00	£35.00	£38.00	£40.85	£36.30	£40.00	£25.00	£25.00	£20.00
15 Minibus	£46.00	£30.00	£31.77	£31.00	N/A	£37.00	£38.00	£45.00	£45.00	£44.85	N/A	N/A	£25.00	£28.00	£26.00
17 Minibus	£50.00	£40.00	£31.77	£32.00	N/A	£37.00	£45.00	£50.00	£46.00	£44.85	£46.20	£50.00	£31.77	£32.00	£37.00

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Group	1	2	3	4	5	6	7	8	9	10	11	12	lowest	2nd lowest	3rd lowest
Group A	£ 64.00	£ 57.50	£ 69.27	£ 59.00	£ 90.00	£ 67.55	£ 58.00	£ 75.00	£ 74.00	£ 103.95	£ 100.10	£ 105.00	£ 57.50	£ 59.00	£ 64.00
Group B	£ 73.00	£ 76.00	£ 96.25	£ 74.00	£ 110.00	£ 77.00	£ 93.00	£ 105.00	£ 89.00	£ 107.80	£ 123.20	£ 119.00	£ 74.00	£ 76.00	£ 77.00
Group C	£ 99.00	£ 95.00	£ 111.45	£ 98.00	£ 120.00	£ 87.50	£ 93.00	£ 125.00	£ 109.00	£ 120.05	£ 134.75	£ 133.00	£ 87.50	£ 93.00	£ 95.00
Group D	£ 129.00	£ 120.00	£ 131.25	£ 130.00	£ 130.00	£ 175.00	£ 106.00	£ 140.00	N/A	£ 191.10	£ 142.45	£ 147.00	£ 106.00	£ 120.00	£ 129.00
Small Vans	£ 57.00	£ 55.00	£ 62.50	£ 56.00	N/A	£ 77.00	£ 58.00	£ 70.00	£ 89.00	£ 102.55	£ 80.85	£ 119.00	£ 55.00	£ 56.00	£ 57.00
Large Vans	£ 71.00	£ 126.00	£ 77.74	£ 60.00	£ 150.00	£ 105.00	£ 98.00	£ 95.00	£ 89.00	£ 108.55	£ 102.03	£ 147.00	£ 60.00	£ 66.00	£ 71.00
Luton Box	£ 139.00	£ 135.00	£ 189.58	£ 130.00	N/A	£ 224.00	£ 118.00	£ 450.00	£ 154.00	£ 245.21	£ 171.33	N/A	£ 118.00	£ 130.00	£ 135.00
7.5T Van (no Tail Lift)	£ 200.00	£ 195.00	N/A	£ 225.00	N/A	N/A	£ 240.00	£ 240.00	N/A	£ 402.36	N/A	N/A	£ 195.00	£ 200.00	£ 225.00
7.5T Van (With Tail Lift)	£ 215.00	£ 200.00	N/A	£ 225.00	N/A	N/A	£ 240.00	£ 240.00	£ 224.00	£ 428.05	£ 254.10	N/A	£ 200.00	£ 245.00	£ 224.00
7/8 People Carrier	£ 149.00	£ 130.00	£ 197.91	£ 160.00	£ 240.00	£ 140.00	£ 118.00	£ 160.00	£ 189.00	£ 223.65	£ 204.05	£ 245.00	£ 118.00	£ 130.00	£ 140.00
12 Minibus	£ 149.00	£ 120.00	N/A	£ 140.00	N/A	£ 169.00	£ 125.00	£ 160.00	£ 174.00	£ 277.55	N/A	N/A	£ 120.00	£ 125.00	£ 140.00
15 Minibus	£ 159.00	£ 130.00	£ 204.16	£ 155.00	N/A	£ 169.00	£ 135.00	£ 180.00	£ 184.00	£ 277.55	£ 261.80	£ 280.00	£ 130.00	£ 135.00	£ 155.00
17 Minibus	£ 169.00	£ 150.00	£ 204.16	£ 159.00	N/A	£ 189.00	£ 143.00	£ 185.00	£ 189.00	£ 277.55	£ 277.20	£ 315.00	£ 143.00	£ 150.00	£ 158.00

3 4 2 3 2 2 3 2 2 1 1 1

	1	2	3	4	5	6	7	8	9	10	11	12	lowest	2nd lowest	3rd lowest
Group A	£ 280.00	£ 283.33	£ 234.00	£ 255.00	£ 350.00	£ 266.00	£ 280.00	£ 260.00	£ 312.00	£ 285.80	£ 354.20	£ 350.00	£ 234.00	£ 255.00	£ 260.00
Group B	£ 321.00	£ 325	£ 347.08	£ 321.00	£ 420.00	£ 302.40	£ 355.00	£ 300.00	£ 377.00	£ 334.80	£ 431.20	£ 354.00	£ 302.40	£ 321.00	£ 321.00
Group C	£ 407.00	£ 390	£ 408.33	£ 425.00	£ 460.00	£ 328.00	£ 395.00	£ 476.67	£ 464.00	£ 375.20	£ 477.40	£ 378.00	£ 328.00	£ 375.20	£ 378.00
Group D	£ 537.00	£ 520.00	£ 510.42	£ 563.00	£ 500.00	£ 500.00	£ 455.00	£ 541.67	£ 541.67	£ 697.20	£ 508.20	£ 434.00	£ 434.00	£ 455.00	£ 500.00
Small Vans	£ 232.00	£ 216.66	£ 236.50	£ 243.00	N/A	£ 302.40	£ 247.00	£ 281.67	£ 290.00	£ 333.20	£ 308.00	£ 350.00	£ 216.66	£ 232.00	£ 238.50
Large Vans	£ 289.00	£ 520.00	£ 280.20	£ 260.00	£ 580.00	£ 350.00	£ 289.00	£ 411.67	£ 377.00	£ 361.20	£ 368.60	£ 378.00	£ 260.00	£ 280.20	£ 289.00
Luton Box	£ 981.00	£ 563.33	£ 635.41	£ 563.00	N/A	£ 784.00	£ 505.00	£ 650.00	£ 659.00	£ 939.40	£ 631.40	N/A	£ 505.00	£ 563.00	£ 563.33
7.5T Van (no Tail Lift)	£ 845.00	£ 823.33	N/A	£ 975.00	N/A	N/A	£ 1,035.00	£ 975.00	£ 975.00	£ 1,573.80	N/A	N/A	£ 823.33	£ 845.00	£ 975.00
7.5T Van (With Tail Lift)	£ 888.00	£ 845.00	N/A	£ 975.00	N/A	N/A	£ 1,035.00	£ 975.00	£ 975.00	£ 1,608.86	£ 995.60	N/A	£ 845.00	£ 888.00	£ 962.00
7/8 People Carrier	£ 628.00	£ 541.86	£ 728.16	£ 650.00	£ 950.00	£ 500.00	£ 499.00	£ 650.00	£ 610.00	£ 752.40	£ 723.80	£ 616.00	£ 499.00	£ 500.00	£ 541.66
12 Minibus	£ 628.00	£ 520.00	N/A	£ 538.00	N/A	£ 560.00	£ 535.00	£ 650.00	£ 732.00	£ 735.20	N/A	N/A	£ 520.00	£ 535.00	£ 538.00
15 Minibus	£ 672.00	£ 541.66	£ 758.33	£ 607.00	N/A	£ 560.00	£ 580.00	£ 736.67	£ 776.00	£ 739.20	£ 954.80	£ 800.00	£ 541.66	£ 560.00	£ 580.00
17 Minibus	£ 715.00	£ 628.33	£ 768.33	£ 685.00	N/A	£ 560.00	£ 615.00	£ 736.67	£ 797.00	£ 739.20	£ 1,016.40	£ 896.00	£ 560.00	£ 615.00	£ 628.33

	1	2	3	4	5	6	7	8	9	10	11	12	LOWEST
Group A	£ 1,385.00	£ 1,429.99	£ 1,282.50	£ 1,494.00	£ 2,100.00	£ 1,729.00	£ 1,716.00	£ 1,560.00	£ 1,794.00	£ 1,604.40	£ 1,755.00	£ 2,100.00	£ 1,282.50
Group B	£ 1,820.00	£ 1,950.00	£ 1,699.24	£ 1,914.00	£ 2,520.00	£ 1,965.00	£ 2,080.00	£ 2,340.00	£ 2,184.00	£ 1,690.00	£ 2,115.00	£ 2,184.00	£ 1,660.00
Group C	£ 2,184.00	£ 2,340.00	£ 2,327.46	£ 2,520.00	£ 2,760.00	£ 2,138.50	£ 2,340.00	£ 2,860.00	£ 2,704.00	£ 1,797.60	£ 2,565.00	£ 2,268.00	£ 1,797.60
Group D	£ 2,990.00	£ 2,989.99	£ 2,793.00	£ 3,360.00	£ 3,000.00	£ 3,248.70	£ 2,678.00	£ 3,120.00	N/A	£ 2,596.80	£ 2,835.00	£ 2,504.00	£ 2,506.80
Small Vans	£ 1,274.00	£ 1,299.99	£ 1,359.66	£ 1,440.00	N/A	£ 1,965.00	£ 1,456.00	£ 1,560.00	£ 1,664.00	£ 1,698.80	£ 1,742.40	£ 2,100.00	£ 1,274.00
Large Vans	£ 1,664.00	£ 3,120.00	£ 1,597.14	£ 1,548.00	£ 3,480.00	£ 2,275.00	£ 1,710.00	£ 2,210.00	£ 2,184.00	£ 2,032.80	£ 1,980.00	£ 2,268.00	£ 1,648.00
Luton Box	£ 3,224.00	£ 3,379.99	£ 3,621.76	£ 3,360.00	N/A	£ 5,098.00	£ 2,990.00	£ 3,640.00	£ 3,874.00	£ 5,636.40	£ 3,600.00	N/A	£ 2,990.00
7.5T Van (no Tail Lift)	£ 4,810.00	£ 4,899.99	N/A	£ 5,820.00	N/A	N/A	£ 6,136.00	£ 5,850.00	N/A	£ 9,441.60	N/A	N/A	£ 4,809.99
7.5T Van (With Tail Lift)	£ 5,070.00	£ 4,939.99	N/A	£ 5,820.00	N/A	N/A	£ 6,136.00	£ 5,850.00	£ 5,694.00	£ 9,653.28	£ 5,490.00	N/A	£ 4,839.99
7/8 People Carrier	£ 3,510.00	£ 3,120.00	£ 4,156.20	£ 3,894.00	£ 5,700.00	£ 3,509.00	£ 2,964.00	£ 3,900.00	£ 4,784.00	£ 4,048.80	£ 4,230.00	£ 3,606.00	£ 2,964.00
12 Minibus	£ 3,510.00	£ 2,989.99	N/A	£ 3,180.00	N/A	£ 3,640.00	£ 3,172.00	£ 3,900.00	£ 4,264	£ 4,048.80	N/A	N/A	£ 2,989.99
15 Minibus	£ 3,770.00	£ 3,120.00	£ 4,322.46	£ 3,600.00	N/A	£ 3,640.00	£ 3,432.00	£ 4,160.00	£ 4,524.00	£ 4,048.80	£ 5,310.00	£ 5,040.00	£ 3,120.00
17 Minibus	£ 4,030.00	£ 3,639.99	£ 4,322.46	£ 4,080.00	N/A	£ 3,640.00	£ 3,640.00	£ 4,160.00	£ 4,654.00	£ 4,048.80	£ 5,670.00	£ 5,376.00	£ 3,639.99

£ 1,365.00	£ 1,428.99
£ 1,820.00	£ 1,893.24
£ 2,136.50	£ 2,184.00
£ 2,604.00	£ 2,676.00
£ 1,299.99	£ 1,359.66
£ 1,597.14	£ 1,664.00
£ 3,224.00	£ 3,360.00
£ 4,810.00	£ 5,020.00
£ 5,070.00	£ 5,480.00
£ 3,170.00	£ 3,509.00
£ 3,172.00	£ 3,186.00
£ 3,432.00	£ 3,600.00
£ 3,640.00	£ 3,840.00

2nd lowest

3rd lowest

Group - TWELVE MONTHLY RATE	1	2	3	4	5	6	7	8	9	10	11	12
Group A	£ 2,730.00	£2,600.00	£ 2,436.72	£2,888.00	£ 4,200.00	£3,467.60	£ 3,360.00	£ 2,880.00	£3,484.00	£3,208.80	£ 3,568.75	£4,200.00
Group B	£ 3,640.00	£3,640.00	£ 3,608.52	£3,828.00	£ 5,040.00	£3,942.00	£ 4,108.00	£ 4,160.00	£4,264.00	£3,360.00	£ 4,268.75	£4,368.00
Group C	£ 4,368.00	£4,420.00	£ 4,422.12	£5,040.00	£ 5,620.00	£4,288.75	£ 4,628.00	£ 5,200.00	£5,304.00	£3,595.20	£ 5,201.25	£4,536.00
Group D	£ 5,980.00	£5,720.00	£ 5,306.64	£6,720.00	£ 6,000.00	£6,515.25	£ 5,174.00	£ 6,240.00	N/A	£5,073.60	£ 5,748.75	£5,208.00
Small Vans	£ 2,548.00	£2,496.00	£ 2,583.24	£2,880.00	N/A	£3,942.00	£ 2,862.00	£ 2,860.00	£3,224.00	£3,393.60	£ 3,533.20	£4,200.00
Large Vans	£ 3,328.00	£5,980.00	£ 3,039.24	£3,096.00	£ 6,960.00	£4,562.00	£ 3,375.00	£ 4,160.00	£4,254.00	£4,065.60	£ 4,015.00	£4,536
Luton Box	£ 8,448.00	£6,500.00	£ 6,881.28	£6,720.00	N/A	£10,220	£ 5,876.00	£ 7,020.00	£7,644.00	£11,272.80	£ 7,300.00	N/A
7.5T Van (no Tail Lift)	£ 9,620.00	£9,360.00	N/A	£11,640.00	N/A	N/A	£ 12,220.00	£11,700.00	N/A	£16,883.20	N/A	N/A
7.5T Van (With Tail Lift)	£ 10,140.00	£9,620.00	N/A	£11,640.00	N/A	N/A	£ 12,220.00	£11,700.00	£11,284.00	£19,306.56	£ 11,132.50	N/A
7/8 People Carrier	£ 7,020.00	£5,980.00	£ 7,886.72	£7,788.00	£ 11,400.00	£7,037.20	£ 5,876.00	£ 7,280.00	£9,464.00	£9,037.60	£ 8,577.50	£7,382.00
12 Minibus	£ 7,020.00	£5,720.00	N/A	£6,360.00	N/A	£7,300.00	£ 6,240.00	£ 7,280.00	£9,268.00	£9,037.60	N/A	N/A
15 Minibus	£ 7,540.00	£5,980.00	£ 8,212.56	£7,200.00	N/A	£7,300.00	£ 6,760.00	£ 8,320.00	£9,788.00	£9,037.60	£ 10,767.50	£10,030.00
17 Minibus	£ 8,060.00	£7,020.00	£ 8,212.56	£8,160.00	N/A	£7,300.00	£ 7,228.00	£ 8,320.00	£8,528.00	£9,037.60	£ 11,497.50	£10,752.00

	lowest	2nd lowest	3rd lowest
£	2,436.72	£ 2,600.00	£ 2,730.00
£	3,360.00	£ 3,608.52	£ 3,640.00
£	3,595.20	£ 4,288.75	£ 4,388.00
£	5,073.60	£ 5,174.00	£ 5,208.00
£	2,496.00	£ 2,548.00	£ 2,583.24
£	3,039.24	£ 3,096.00	£ 3,328.00
£	5,876.00	£ 6,448.00	£ 6,500.00
£	9,360.00	£ 9,620.00	£ 11,640.00
£	9,620.00	£ 10,140.00	£ 11,132.50
£	5,876.00	£ 5,960.00	£ 7,020.00
£	5,720.00	£ 6,240.00	£ 6,360.00
£	5,980.00	£ 6,760.00	£ 7,200.00
£	7,020.00	£ 7,228.00	£ 7,300.00

