



THE POLICE & CRIME COMMISSIONER FOR CLEVELAND

DECISION RECORD FORM

REQUEST: That the PCC approves capital expenditure to purchase additional operational police vehicles.

Title: Local Policing Review Additional Vehicles

Executive Summary:
 The Force has undertaken three reviews of local policing functions; neighbourhood policing, Incident Resolution Teams (IRT) and Protecting Vulnerable People (PVP). Part of the implementation will be a change to a more efficient shift pattern that sees more officers working at times that match demand. In order to maximise the use of resources it is essential that there are sufficient vehicles available for the officers that are on duty and it was a specific recommendation within the PVP review that PVP should move away from the use of personal vehicles to an increased use of the fleet.

As reported in the Long term Financial Plan, a fleet review was to be undertaken in February to underpin the new ways of working as set out in the Local Policing Reviews. It was anticipated that this would require an increase in the size of the fleet to deliver the new ways of working.

The review has been undertaken and there is a requirement for an increase of 69 vehicles in the Local Policing Fleet. However, by reallocating existing vehicles and re-phasing the fleet replacement programme, this is reduced to a requirement to purchase 43 additional vehicles in 2016/17 at a cost of £454k. There may be some additional costs in future years but this will be mitigated through revising the criteria for vehicle replacement and effectively getting more from the existing fleet. The increased annual overall revenue cost of the additional vehicles is approximately £200k. This will be offset by savings of £100k in essential car user allowances leaving a net increase of £100k. Provision has been made for this in the LTFP.

A full business case setting out the proposals is attached.

Decision:
Approval of £454k capital to purchase 43 additional vehicles to underpin delivery of the Local Policing Reviews.

OPCC Lead Officer:
Michael Porter

Contractor Details (if applicable):

Implications:	Yes	No
Has consideration been taken of the following:		
Financial	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Legal	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Equality & Diversity	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Human Rights	<input checked="" type="checkbox"/>	<input type="checkbox"/>

Sustainability	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Risk	<input checked="" type="checkbox"/>	<input type="checkbox"/>	

(If yes please provide further details below)

Decision Required – Supporting Information

Financial Implications: (Must include comments of the PCC's CFO where the decision has financial implications)

The proposed expenditure is a key element of the implementation of the local policing reviews within the Force, while no specific provision was made within the Long Term Financial Plan for this expenditure, some was expected. The PCC holds an Earmarked Reserve for such investment, which had a projected £697k unallocated balance after setting the 2016/17 Capital Programme. The proposed investment is therefore affordable with the plans that the PCC approved in February 2016 and will not result in any increased borrowing.

Legal Implications: (Must include comments of the Monitoring Officer where the decision has legal implication)

No specific legal implications appear to arise separately from those discussed in the paper.

Equality and Diversity Implications

Consideration will be given to making some of the vehicles automatic, thus enabling some officers on adjusted duties covered by the Equality Act to utilise them.

Human Rights Implications

There are no known Human Rights implications

Sustainability Implications

The on-going implication from the increase in the overall fleet will be incorporated into future financial plans. Investment in the electronic key safes will enable the Force to better manage what is a very expensive resource and, with better management information, it is likely that we will be able to share more vehicles across teams and therefore hopefully reduce the total number of vehicles required.

Risk Management Implications

Without the additional vehicles the effectiveness of the Incident Resolution Teams and the proposed shift pattern would be reduced and the resulting capacity limited. This in turn would risk limiting the number of officers that could be released to provide the additional resources needed to address vulnerability.

An added risk that needs to be considered is the impact that the purchase of this number of additional vehicles will have on the fleet management function. The team at present are operating with abstractions, commissioning this number of vehicles in such tight timescales will obviously have a significant impact.

OFFICER APPROVAL

Chief Executive

I have been consulted about the decision and confirm that financial, legal, and equalities advice has been taken into account. I am satisfied that this is an appropriate request to be submitted to the Police and Crime Commissioner.

Signed:  Date: 8/6/16

Police and Crime Commissioner:

The above request HAS my approval.

Signed:  Date: 8/6/16

Report to the Cleveland Police Towards 2020 Board



22nd April 2016

Proposal to purchase additional vehicles to support the Local Policing Review implementation

1. Introduction

1.1 The purpose of this report is to provide an update to previous a document submitted to the Towards 2020 Board on 23rd March 2016. Since that meeting decisions have been made on the IRT shift pattern that fundamentally change the conditions the original report was based on and therefore the requirements in relation to additional vehicles. This amended report is intended to provide the necessary information to enable a decision to be made on the purchase of additional vehicles to support the implementation of the local policing review recommendations.

2. Recommendations

Recommendation 1

That the Force purchases an additional 4 prisoner transport vans to be equally distributed 2 North and 2 South.

Recommendation 2

That the Force purchases 8 marked response specification vehicles to be distributed 3 North and 5 South.

Recommendation 3

That essential user allowance is removed from officers and staff within Child Abuse Investigation Unit (CAIU), Vulnerable Adults (VA) Unit, Sex Offenders Management Unit (SOMU) and the Vulnerable, Exploited, Missing and Trafficked (VEMT) Unit; and provide a pool of 41 additional vehicles comprised of;

- 10 end of life unmarked vehicles with the purchase of up to 10 additional unmarked vehicles agreed but deferred for 12 months.
- 20 additional standard unmarked vehicles purchased this financial year.
- 11 standard unmarked vehicles; it is proposed these vehicles will be reallocated from the volume crime teams
 - 2 from Hartlepool
 - 3 from Middlesbrough
 - 3 From Stockton
 - 3 from Redcar and Cleveland

These vehicles will be replaced on the LPAs, with the purchase of 11 new unmarked vehicles fitted with covert emergency lights and sirens. The vehicles will be a shared resource between IRT and Volume Crime; specifically intended for the peak period on the weekend providing an additional resource able to be used for general use but also with additional training normal response duties.

Recommendation 4

That the Force reassesses the current fleet replacement capital bid and postpone the replacement of five named vehicles.

Recommendation 5

That essential user allowance is removed from officers and staff within the Paedophile On-Line Investigation Team (POLIT) and the Force purchases 4 unmarked cars together with a van to enable the development of the mobile examination unit.

Recommendation 6

That the Force approves in principle the need for an electronic key management system and authorises the Business Transformation Unit to produce a specification and develop a business case.

Recommendation 7

Other than recommended in this report no change is made to the size and composition of the Volume Crime, Major Crime or Neighbourhood Policing fleet until the implementation of the three local policing reviews has been completed as it is difficult to assess the need at present.

Recommendation 8

- a. That the use of the operational car park at M8 for the parking of operational vehicles **only** is communicated and enforced.
- b. That the bays indicated in Appendix B in the Staff Car Park at M8 be designated for operational vehicles only.
- c. That the operational car park at S1 be designated as operational parking only in the same way as M8.
- d. That two additional van bays are marked on the ramp at S1 as indicated in Appendix B.
- e. That a minimum of five bays be allocated in the off street parking at H1 for unmarked operational cars.

3. Background

- 3.1 The Force has undertaken three reviews of local policing functions; neighbourhood policing, Incident Resolution Teams (IRT) and Protecting Vulnerable People (PVP) and is currently in the implementation phase. Part of the implementation will be a change to a more efficient shift pattern; the current proposed shift pattern sees more officers working at times that match demand. In order to maximise the use of resources it is essential that there are sufficient vehicles available for the officers that are on duty and it was a specific recommendation within the PVP review that PVP should move away from the use of personal vehicles to an increased use of the fleet.
- 3.2 The costs in this report are based on the following estimated figures provided by the Fleet Management Unit.

Vehicle	Capital			Revenue			
	Purchase Cost	Black Box	On Road	Fuel / Mile	Maintenace / Mile	Average Milage	per vehicle pa
Marked Van	£21,000.00	£700.00	£21,700.00	0.1663	0.0821	35000	£8,694.00
Unmarked Van	£12,000.00	£700.00	£12,700.00	0.1663	0.0821	35000	£8,694.00
Marked Response Car	£12,500.00	£700.00	£13,200.00	0.1138	0.0714	20000	£3,704.00
Unmarked Car	£9,000.00	£700.00	£9,700.00	0.1048	0.0456	15000	£2,256.00
Crafter Van	£51,000.00	£700.00	£51,700.00	0.2748	0.1762	20000	£9,020.00
Unmarked With Covert Lights IRT	£11,500.00	£700.00	£12,200.00	0.1138	0.0714	20000	£3,704.00
Unmarked With Covert Lights PVP	£11,500.00	£700.00	£12,200.00	0.1138	0.0714	10000	£1,852.00

Incident Resolution Teams

- 3.3 The IRT currently has an establishment of 380 constables; this will be reduced to 345 initially with the implementation of the IRT review and the new shift pattern.
- 3.4 At present, the shift overlay runs from 1300hrs to 1600 or 1700hrs Sunday to Thursday. During these periods there are insufficient vehicles to allow all of the IRT officers on duty to be on active patrol, resulting in an inefficient use of the overlay shift. There are additional overlays on Friday and Saturday evenings; these are utilised to police the night time economy (NTE) and are primarily foot patrols.
- 3.5 The new shift pattern of 4 on, 4 off increases the number of staff on duty for the majority of the working day Monday to Thursday. There are two brief peaks in staffing at shift changeover times.

	00:00	01:00	02:00	03:00	04:00	05:00	06:00	07:00	08:00	09:00	10:00	11:00	12:00	13:00	14:00	15:00	16:00	17:00	18:00	19:00	20:00	21:00	22:00	23:00
Mon - Thurs	86	86	86	43	43	43	43	43	43	86	86	86	86	86	86	86	129	129	86	129	86	86	86	86
Weekend	129	86	86	86	86	43	43	43	43					86	86	86	86	129	86	129	129	129	129	129

On the weekend the shift pattern changes to take account of increased demand and the night time economy, this produces a sustained period of high numbers of officers.

It is essential that these officers have access to appropriate vehicles, for these relatively short periods of time in order to ensure efficient use of our resources.

- 3.7 There are currently 60 vehicles allocated to the IRT, 5 of these are utilised as supervision cars. Therefore, taking abstractions into account at the current rate of 26% the IRT operate at just under one car per officer. From experience and from the above, when abstractions are lower there are insufficient cars for the teams to operate efficiently.

Calculations based on the increased number of staff would suggest we require somewhere between 8 more vehicles if we operate at maximum abstractions and 32 vehicles for full strength. Looking at current deployment patterns and on experience it is recommended that we purchase 12 additional vehicles.

Recommendation 1

That the Force purchases an additional 4 prisoner transport vans to be equally distributed 2 North and 2 South.

Recommendation 2

That the Force purchases 8 marked response specification cars to be distributed 3 North and 5 South

	H LPA	S LPA	M LPA	R&C LPA
Vans	1	1	1	1
Cars	1	2	3	2

IRT	Year 1	Year 2	Year 3	Year 4	
Capital Cost	-£192,400.00	£0.00	£0.00	£0.00	-£192,400.00
Revenue	-£79,224.00	-£79,224.00	-£79,224.00	-£79,224.00	-£316,896.00
	-£271,624.00	-£79,224.00	-£79,224.00	-£79,224.00	-£509,296.00

Protecting Vulnerable People

- 3.8 The majority of PVP staff claim essential users allowance, with a small number claiming casual users allowance. This resulted in costs of £115,524 in 2015, with the vast majority of that being essential user allowance. Removing the casual user element and some people who have recently been posted, leaving a core of 51 essential users; these officers claimed slightly less than 98,000 miles at a cost of £107,273, with an average mileage of 1,917 miles per officer. (This figure should be treated with caution as officers do not always claim the mileage element of the essential users allowance.)
- 3.9 The new PVP structure has 78 officers and staff who will be working from Middlesbrough potentially claiming essential user allowance. Using the average mileage above and the current annual allowance of £1,235, the potential annual cost for essential claims could be as much as;

Essential User Allowances	£96,330
Mileage claims	£76,258
Total per annum	£172,588

- 3.10 National guidelines recommend that SOMU officers should not utilise personal vehicles for undertaking home visits (Section 7.4.3, *Protecting the Public: Managing sexual offenders and violent offenders*, NPIA 2010). It follows there will be similar risks to other teams within PVP who utilise personal vehicles on a daily basis. In order to reduce this risk the Force would need to increase the pool of vehicles available to PVP. Discussions with PVP supervision and the review implementation team, suggest that, the new structure will require an additional 41 vehicles for use by the staff.
- 3.11 It is difficult to fully quantify the actual requirements for the PVP teams; the number of vehicles is based on comparison with similar teams and professional judgment of those officers working in the PVP. It is proposed that 10 of the unmarked vehicles are provided from current end of life cars scheduled to be replaced in the coming financial year. This will allow the opportunity to assess the actual requirement for the teams, deferring part of the capital expenditure until next financial year and potentially reducing the costs.
- 3.12 The original report proposed the sharing of some vehicles between PVP and IRT, the changes have made this proposal unworkable, however with some reallocation of resources the principle can still work. In order to meet the additional needs of the IRT on a weekend it is proposed that we purchase 11 unmarked cars fitted with covert emergency lights and sirens. These vehicles will be allocated to the volume crime teams across the Force, 11 standard unmarked vehicles will be reallocated from the volume crime teams to PVP.
- 2 from Hartlepool
 - 3 from Middlesbrough
 - 3 from Stockton
 - 3 from Redcar and Cleveland

The new vehicles will be a shared resource between volume crime and IRT, specifically intended to provide additional capacity on an evening.

PVP	Year 1	Year 2	Year 3	Year 4	Year 5	
Capital Cost	-£328,200.00	-£97,000.00	£0.00	£0.00	£0.00	-£425,200.00
Revenue	-£88,052.00	-£88,052.00	-£88,052.00	-£88,052.00	-£88,052.00	-£440,260.00
Revenue Off Set against Essential	£84,536.26	£84,536.26	£84,536.26	£84,536.26	£84,536.26	£422,681.30
						-£2,518.70

Recommendation 3

That essential user allowance is removed from officers and staff within Child Abuse Investigation Unit (CAIU), Vulnerable Adults (VA) Unit, Sex Offenders Management Unit (SOMU) and the Vulnerable, Exploited, Missing and Trafficked (VEMT) Unit; and provide a pool of 41 additional vehicles comprised of;

10 end of life unmarked vehicles with the purchase of up to 10 additional unmarked vehicles agreed but deferred for 12 months.

20 additional standard unmarked vehicles purchased this financial year.

11 standard unmarked vehicles; it is proposed these vehicles will be reallocated from the volume crime teams

2 from Hartlepool

3 from Middlesbrough

3 From Stockton

3 from Redcar and Cleveland

These vehicles will be replaced on the LPAs, with the purchase of 11 new unmarked vehicles fitted with covert emergency lights and sirens. The vehicles will be a shared resource between IRT and Volume Crime; specifically intended for the peak period on the weekend providing an additional resource able to be used for general use but also with additional training normal response duties.

3.13 Consultation has been undertaken with driver training and concerns were expressed regarding unmarked vehicles being utilised for emergency response without any additional training, due to the reduced visibility particularly at junctions. This would give two possible options.

- Fit the unmarked vehicles with covert lights and two tones; introducing a training programme to enable officers to use the vehicles as emergency response; OR
- Fit the vehicles with covert lights only, introducing a two tier system where fully marked vehicles can respond to priority zero and priority one events, but the unmarked vehicles can only respond to priority one events. The emergency lights will however enable the vehicle perform routine stops of other motorists and provide additional safety when stationary at an incident.

The latter would be difficult to manage within Control Room, causing potential delays while identifying the correct unit to deploy.

3.14 The capital bid for the fleet replacement programme 2016-17 contains 62 vehicles approaching end of life. It is proposed that the replacement of some of these vehicles may be moved from the 2016-17 schedule off-setting the impact of the capital costs listed in this proposal. These vehicles are;

Vehicle	Cost
Dog Section Transit	£21,000.00
Surveillance S Max	£30,000.00
TSU Van	£15,000.00
Crafter	£51,000.00
Business Support Van	£12,000.00
	£129,000.00

Recommendation 4

That the Force reassesses the current fleet replacement capital bid and postpone the replacement of the five named vehicles.

POLIT

- 3.15 The Paedophile On-line Investigation Team (POLIT) consisting of 2 Sergeants and 12 Investigators will be accommodated at Wynyard. Assuming that each of these members of staff were to receive essential user allowances, and using similar calculation as above, the total annual cost to the organisation could be around £31,000.
- 3.16 In order to effectively carry out their function, the POLIT team will require access to either their own private vehicles claiming essential user allowances or access to a pool of four vehicles. The location of this team would preclude the option of sharing the vehicles with IRT and it is therefore recommended that the Force purchases 4 standard unmarked vehicles.
- 3.17 The team have recently submitted a business case to provide a mobile examination unit that would be fitted with equipment enabling them to examine devices at a scene or other location greatly reducing waiting time and improving the service they can deliver. The purchase cost of the vehicle, without the equipment would be £12,700; the additional costs associated with the refit (£20,000) are not included in these costs and are subject of another report.
- 3.18 Based on an annual mileage for each vehicle of 20,000 the estimated cost over four years off set against the allowance would be a net saving of £4,409.

POLIT	Year 1	Year 2	Year 3	Year 4	
Capital Cost	-£51,500.00	0	0	0	-£51,500.00
Revenue	-£17,000.00	-£17,000.00	-£17,000.00	-£17,000.00	-£68,000.00
Revenue Off Set against Essential	£13,977.38	£13,977.38	£13,977.38	£13,977.38	£55,909.52
					£4,409.52

Recommendation 5

That essential user allowance is removed from officers and staff within the Paedophile On-Line Investigation Team (POLIT) and the Force purchase 4 unmarked cars together with a van to enable the development of the mobile examination unit.

In Car VHF Radios

- 3.19 The current fleet of marked vehicles are fitted with VHF radio sets; the estimated cost of purchasing and fitting a radio is £900. The total cost of equipping the 4 vans and 8 response vehicles would be an additional £10,800.

Vehicle Keys

- 3.20 The Force currently operates a system of managing keys in the same way it has always done with the same inefficiencies and the same potential risk to the Force. If a vehicle is used, we rely on the officer to write their number on a board and complete the vehicle log book. If the vehicle is involved in an incident or the keys are lost then unless the book has been filled in it is virtually impossible to identify the officer. The management of other keys, equipment and drugs is an area of significant risk, for example cash safes, drugs store, Taser and recovered firearms cabinets rely on the security of a small £10 key locker. There are no records of who has access or when keys are removed. In the event of any of the above going missing we would have no means of identifying where or when this occurred.
- 3.21 It is proposed that the Force invests in the purchase of an electronic key safe with electronic chip fobs that identify the key and associated vehicle. Officers would be granted access to specific keys or groups of keys through their ID card, which when swiped, would register the details of the officer, the time and date and the details of the key taken or returned.
- 3.22 With this method all keys in the main stations could be stored in one location, reinforcing that the vehicles are a Force resource not a team specific resource. The access to specific keys for groups of officers can be time specific so that, for example, the keys to PVP vehicles cannot be taken by IRT officers before the change over time. Importantly keys for cash, drugs etc. can be locked down to specific people reducing a significant reputational risk.
- 3.23 The key cabinets can be networked, so at any point in time the location of the keys is known and if a key goes missing or there is an incident with a vehicle the electronic audit trail is available. The software also gives the option to:
- require mileage before the vehicle is returned, thus removing the requirement for vehicle log books entirely and providing Fleet Management with information on vehicle usage.
 - restrict the use of specific vehicle, i.e. if a person is not authorised to drive a carrier they would not be able to remove those keys.
 - book specific vehicles; if the carriers are needed for a football match or deployment they can be booked and the keys can only be removed by the authorise person. If they have not been returned an hour before they are needed an e-mail can be sent to the authorise person telling them who has the keys. This could also be used when vehicles are due for service.

Recommendation 6

That the Force approves in principle the need for an electronic key management system and authorises the Business Transformation Unit to produce a specification and develop a business case.

Volume Crime Major Crime and Neighbourhood Policing

- 3.24 At present the impact of the changes to Neighbourhood Policing and potential changes to the Volume Crime / Major Crime model on the vehicle fleet are unknown. As such this initial proposal has not considered their requirements.

Recommendation 7

Other than recommended in this report no change is made to the size or composition of the Volume Crime, Major Crime or Neighbourhood fleet until the implementation has been completed as it is difficult to assess the need at present.

Parking

- 3.25 One impact of the changes proposed under the review of neighbourhood policing will be the movement of some teams into central locations. This coupled with the additional vehicles proposed in this document will obviously place a strain on the parking facilities at these locations.

Parking at M8

- 3.26 There are currently sufficient parking spaces in the operational car park at M8 for 67 cars and 9 vans. On paper there are 60 cars and 9 vans already based at M8. This does not take into account the hire cars within the MIT who as part of the Evolve Programme are likely to require 5 cars.
- 3.27 If the above purchases are authorised, parking for a further 2 vans and 46 cars will be required at M8. 7 of these cars can be accommodated in the operational car park and taking account of maintenance and operational use the additional vans will be accommodated.
- 3.28 It is proposed that the spaces currently allocated to PVP in the staff car park at M8, together with 19 bays along the perimeter facing the entrance as indicated on the plan at **Appendix A**, are allocated for operational vehicles only.
- 3.29 It is essential that the use of the operational car park for operational vehicles only is communicated and enforced.

Parking at S1

- 3.30 There are currently sufficient parking spaces allocated to operational vehicles at S1 for 21 cars and 11 vans. On paper there are 15 cars and 11 vans already based at S1.
- 3.31 If the above purchases are authorised the Force needs to accommodate a further 2 vans and 6 cars in the car park at S1. The 6 cars can be accommodated however the 2 additional vans will need to be considered. It is recommended that they be allocated parking on the ramp at the rear of the office as shown on the plan at **Appendix A**.
- 3.32 In addition, 5 parking spaces will be required by Special Branch who are moving into Stockton HQ. These vehicles would probably be best accommodated in the shared barrier controlled parking at the front of the building.

Parking at H1

3.33 In Hartlepool, the majority of operational parking is on Lauder Street which runs alongside the Police Station; at change over times this area is completely full. There is also some off street parking in a small multi-storey car park attached to the police station; this is primarily used as staff parking and can accommodate up to 25 cars. It will be necessary to allocate a minimum of 5 of these internal bays for operational vehicles.

Parking at R1

3.34 At this present time there is no significant pressure on parking at Kirkleatham.

Recommendation 8

- a. That the Operational Car Park at M8 be designated as operational parking only, meaning that only cars owned by Cleveland Police be allowed entry into that car park and that vehicle access to that car park is restricted to operational staff only.
- b. That the bays indicated in Appendix B in the Staff Car Park at M8 be designated for operational cars only.
- c. That the Operational Car Park at S1 be designated as operational parking only in the same way as M8.
- d. That two additional van bays are marked on the ramp at S1 as indicated in Appendix B.
- e. That a minimum of five bays be allocated in the off street parking at H1 for unmarked operational cars.

4. Implications

4.1 Finance

The overall estimated cost of the proposal is;

		Year 1	Year 2 (Maximum)	Totals
Capital Cost		-£582,900.00	-£97,000.00	-£679,900.00
Proposed savings from capital bid		£129,000.00	£0.00	£129,000.00
Net		-£453,900.00	-£97,000.00	-£550,900.00

Revenue Costs	PVP + POLIT	IRT	Shared Vehicles	
	-£105,052.00	-£79,224.00	-£20,372.00	-£204,648.00
Savings from essential users allowances				£203,565.64
Net Increase in Revenue Costs				-£1,082.36

This is a reduction of £101,400 in capital costs when compared to the original proposal and £22,372 in terms of revenue costs

4.2 Diversity and Equal Opportunities

Consideration needs to be given to making some of the vehicles automatic, thus enabling some officers on adjusted duties covered by the Disability Act to utilise them.

4.3 Human Rights Act

There are no known Human Rights implications

4.4 Sustainability

With reducing numbers of officers across the Force and potential further reductions in IRT to 310 constables, it is possible that some of the unmarked vehicles could be reallocated to other roles. This will remove the need to replace end of life vehicles thereby rebalancing the fleet and offsetting some of the initial costs.

The provision of additional vehicles for PVP has been estimated as cost neutral in terms of their requirement. Once implemented, better understanding of the use and annual mileage will be available along with the associated costs.

The investment in the electronic key safes will enable the Force to better manage what is a very expensive resource and, with better management information, it is likely that we will be able to share more vehicles across teams and reduce the total number of vehicles required.

4.5 Risk

Without the additional vehicles the effectiveness of the IRT and the proposed shift pattern would be reduced and the resulting capacity limited. This in turn would risk limiting the number of officers that could be released to provide the additional resources needed to address vulnerability.

An added risk that needs to be considered is the impact that the purchase of this number of additional vehicles will have on the fleet management function. The team at present are operating with abstractions, commissioning this number of vehicles in such tight timescales will obviously have a significant impact.

5. Conclusion

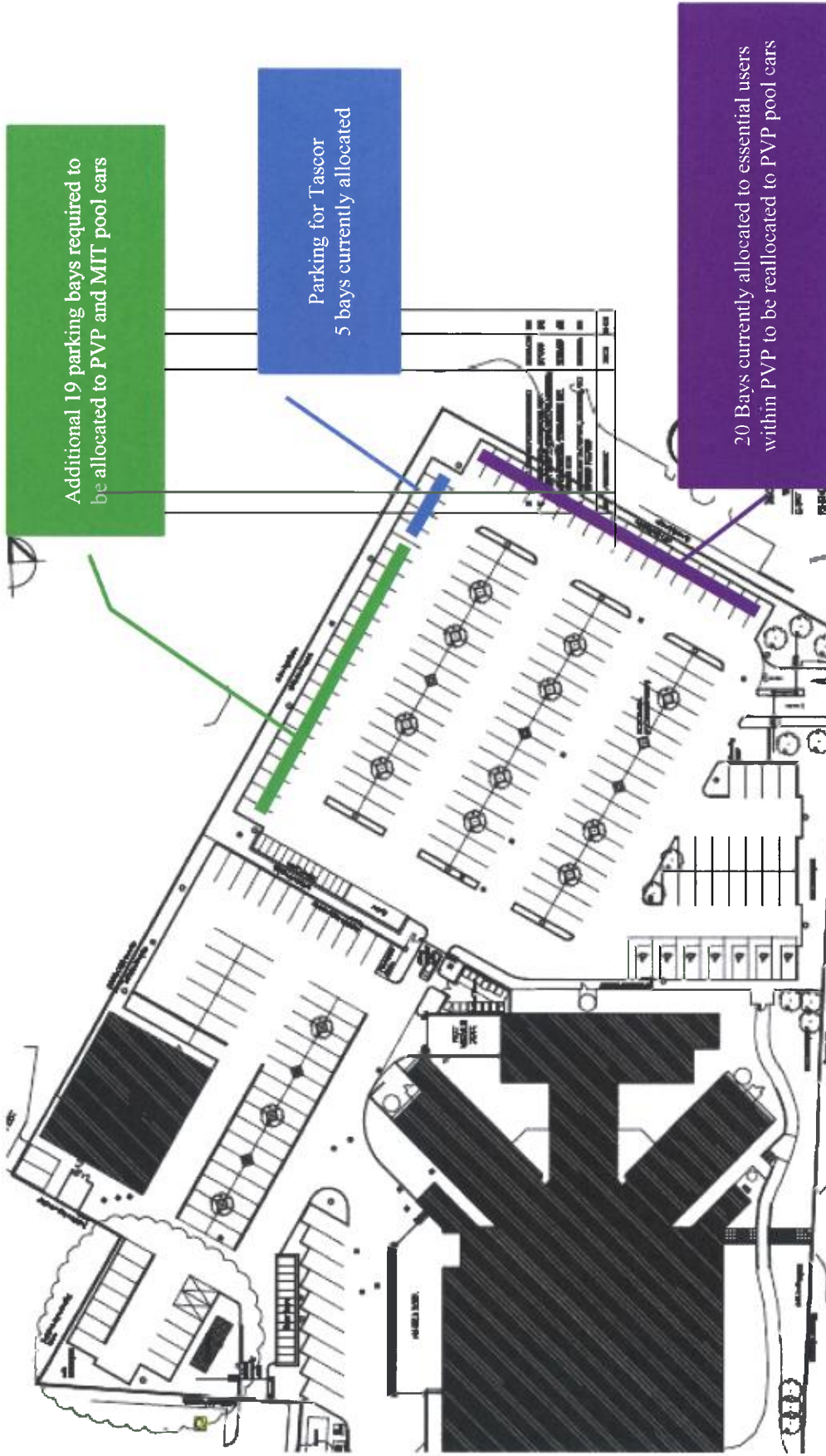
5.1 In order to achieve the efficiencies required to implement the three reviews it is essential that IRT receive a minimum of 24 additional vehicles.

5.2 National guidelines state that due to the nature of the work and risks involved SOMU officers should not be using their private vehicles to undertake home visits. There are similar risks inherent in the other PVP teams. In order to reduce these risks, and coupled with the financial implications from the essential user allowances needed for an enhanced PVP; it makes sense to implement what is a cost neutral solution to the problem.

5.3 The investment in the electronic key system will enable better management of the vehicle fleet and is expected to deliver savings by pooling resources more efficiently. It will also enable better security around Taser cabinets, cash and drug safes.

Appendix A

Plan of M8



Plan of S1

