



Best Value Review of Deployment Repetitious Demand Management 2002-2003

Incorporating

**False Alarm Calls
Abandoned Vehicles
Concern for Safety
PAAOTCO**

Date

Police Authority Scrutiny Panel

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1. Introduction

As part of the five year Best Value programme, a review of deployment took place during the years 2001-03. The deployment review encompasses a wide range of issues and processes drawn from across the organisation and is sectioned into a number of areas reviewed simultaneously. This report concerns the area of Repetitious Demand Management.

Following a scoping study the Police Authority selected the areas of false alarm calls, abandoned vehicles, concern for safety, and Please Allow An Officer To Call On (PAAOTCO¹) for full reviews utilising the four C's. The current position in these areas is detailed in the document 'Best Value review of Deployment – Scoping Study, 18 July 2002'. This report should be read in conjunction with that study.

The definition of Repetitious Demand, and consequently the scope of the review was agreed as:

“To identify those areas in terms of incident type and generic location causing the greatest demand on the resources of Bedfordshire Police, and to determine appropriate methods of managing that demand”

It concentrates on the deployment of operational officers to these incidents with a view to reducing this demand. It does not examine the way in which these incidents are dealt with once the resource has been deployed as these areas are covered by various policies and have been examined elsewhere.

The overall direct² cost to the organisation of these Deployment processes, as defined by this Best Value Review and incorporating attendance at incidents of False Alarm Calls, Abandoned Vehicles, Concern for Safety, and PAAOTCO is estimated as c. £456,500 p.a. (2001/02 budget – Finance Department)

¹ PAAOTCO are those incidents where police officers are requested to attend a location, either by colleagues or outside bodies to pass on a message or obtain information

² This reflects only the direct cost of staff attendance at incidents. It does not include overheads or other business support costs

2. Work done under the Four C's

The areas of false alarm calls, abandoned vehicles, PAAOTCO, and concern for safety were subjected to the four C's as part of the review.

2.1 Challenge

As part of the review, Divisional Command Teams were asked to challenge their deployment practices in these areas. The Command Team view was consolidated and tested by focus group meetings of divisional patrol officers and by personal interviews with selected members of staff that challenged the processes and work practices within their divisions and ensured that all elements were examined and rigorously tested from a front line practical viewpoint. The policies and guidelines issued by the Association of Chief Police Officers, the Home Office, and Bedfordshire Police were challenged to ensure that our compliance with these instructions did not adversely impact on our resources. Internal challenge has also been provided by nominated members of the Police Authority through a series of meetings, the minutes of which are available for audit purposes.

As part of the external challenge the following organisations were requested to provide feedback with their views of our deployment in these areas:-

- Crown Prosecution Service
- Fire Service
- Social Services
- Chamber of Trade
- Federation of Small Businesses
- ADT Fire & Security PLC
- SECURITAS Security Services

In arriving at the proposed recommendations, careful consideration has been given to ensure compatibility with the aims of the Race Equality Scheme. This review has been examined by the service Equality Advisor to ensure compatibility with the need to eliminate unlawful racial discrimination, promote equality of opportunity, and promote good relations between people of different racial groups.

2.2 Compare

A comparison exercise was conducted with all the police services in England and Wales as well as the police in Rhinedahlen Germany³. These forces were requested to supply quantitative data and information on their strategies and processes covering the areas under review. Replies were received from 16 organisations including Rhinedahlen. Only 5 could supply quantitative data and this was minimal. Owing to the lack of comparable management data any comparison was restricted to qualitative assessment against policies and processes. The table below shows the position of the organisations that responded. Data is supplied for 2001/02.

Force	Alarms	Abandoned Vehicles	PAAOTCO	Concern for Safety
North Yorkshire	12800 incidents ACPO guidelines	No data available Standard attendance	No data available Attendance at discretion of operator	No data available Attendance at discretion of operator
Gwent	No data available ACPO guidelines	No data available Police attend but do not remove vehicles	No data available No attendance policy	No data available No attendance policy
Derbyshire	No data ACPO guidelines	4600 vehicles recovered by police. No data for all vehicles	No data available No attendance policy	No data available No attendance policy
Durham	12026 incidents ACPO guidelines	No data Contract vehicle recovery scheme	No data available No attendance policy	No data available No attendance policy
Humberside	9728 incidents ACPO guidelines	No data available No attendance policy	No data available No attendance policy	No data available No attendance policy
Hertfordshire	21360 incidents ACPO guidelines	12335 incidents no policy	2808 incidents no policy	9289 incidents no policy
Essex	No data ACPO guidelines	No data Contract recovery	No data available No attendance policy	No data available No attendance policy
Kent	No data ACPO guidelines	No data available No attendance policy	No data available No attendance policy	No data available No attendance policy
Gloucestershire	No data available ACPO guidelines	No data or policies available	No data or policies available	No data or policies available
Nottinghamshire	10900 incidents ACPO guidelines	6087 incidents Standard response	No data available No attendance policy	No data available No attendance policy
Lincolnshire	No data ACPO guidelines	No data available No attendance policy	No data available No attendance policy	No data Graded response
Rhinedahlen	No data available No attendance policy	No police responsibility	No data available No attendance policy	No data available No attendance policy
Bedfordshire	9245 incidents ACPO guidelines	7506 incidents Attendance policy	4140 incidents No attendance policy. Graded response	8536 incidents Graded response. Misper protocol response

Table 1:- Comparison – external returns

³ Included to cover issues of European Directives re: disposal of vehicles. – Scrutiny Panel Meeting

2.3 Consult

Internal consultation has been conducted as part of this review.

- Personal interviews with selected members of staff.
- Focus groups with operational officers of Inspector rank and below from each of the territorial divisions.
- Presentation was made to the Strategy Group consisting of the Executive and all Divisional Commanders.

Findings from these exercises have been included in the relevant parts of this report.

External consultation was also provided as part of the challenge request sent to the service providers already detailed and through the Police Authority Members of the Scrutiny Panel.

2.4 Compete

To enable Bedfordshire Police to consider outsourcing as an opportunity it would be necessary to be in a position to be able to define the scope of the business in terms of total cost. The only information that is readily available shown by the scoping study are staff costs and it would take considerable effort and time to establish the full costs. Although Activity Based Costing (ABC) picks up some of the information the National Model is not designed to go to the level of detail necessary to fully cost this activity.

In simple terms deployment to these incidents is a matter of whether police officers are deployed or not and there appears little scope for other organisations competing for the business.

- False alarms are not known to be false until an officer is deployed and genuine alarms are a core function.
- Abandoned vehicles are not the responsibility of the police unless accompanied by other aggravating factors.
- Requests for attendance falling into the category of PAAOTCO come from external sources.

- Concern for safety incidents are considered in principle to be a core role of the police

This review has however considered a project piloted in two forces whereby alarm companies were charged a set sum for continued attendance at premises after they had been downgraded following a number of false alarms. The pilot was discontinued due to the difficulties encountered in collecting the fees, and the legal issues involving breach of contract if the police failed to attend.

The overall direct cost of these areas to the organisation is c. £456,500 p.a. (2001/02 budget – Finance Department). Table 2 below shows the breakdown of these costs in terms of the areas covered by this review.

Incident Category	Number of Incidents April 01 – March 02	Cost ⁴
False Alarm Calls	9245	£217,500 ⁵
Abandoned Vehicles	7506	£88,500
PAAOTCO	4,140	£49,000
Concern for Safety	8,536	£101,500

Table 2 Cost by type of Incident

Source: OIS / Finance Dept

No comparative cost information was available from the other police services contacted during the review.

3. Findings and Recommendations

Whilst initial examination of these areas appear to show that deployment of officers to incidents is necessary as part of the police core role, false alarm calls and abandoned vehicles incidents in particular, but also to a lesser degree inappropriate calls to attend concerns for safety and requests for information are an unacceptable drain on the resources of Bedfordshire Police.

There is a need to streamline our response to these incidents and to ensure that partner agencies are encouraged to accept responsibility for dealing with incidents that fall within their remit or legal obligation.

⁴ Based on average attendance of 40 minutes per incident (Shift Pattern Review – Schoon) and £17.65 per hour average cost of a Constable (Finance Department). No on costs are included

⁵ Based on an average of 2 Officers attending each incident (Operational Focus Groups – OIS data)

3.1 False Alarm Calls

Police response to activations of security systems is outlined in the 'Association of Chief Police Officers (ACPO) Policy on Police Response to Security Systems' published in 2000. These guidelines detail the expectations in the following areas:

- Types of systems – Systems terminating at recognised alarm receiving centres or operating via police control centres (Type A). Systems for which police attendance may be requested and which operate outside the recognised standard or Type A (Type B, normally audible device only)
- Levels of police intervention – Level 1 - Immediate, Level 2 - desirable if resources are available, Level 3 - no police attendance, Level 4 – Alarm deleted.
- The administrative arrangements including change of response levels.

Bedfordshire Police, in line with all other Police Services in England and Wales complies with these guidelines.

The table below shows that during the year 2001/02 there were 10,101 false alarm activations, of which police officers were deployed to 9,245. Only 856 (0.85%) were dealt with by telephone or other resolution. Police attendance at false alarm calls is a significant drain on the resources of the service, with an average attendance across the organisation of two officers for a period of 40 minutes per call. Consultation during the operational focus group meetings identified that at least 2 officers are dispatched, or attend as back up to each alarm incident for safety reasons. Although not written into policy the practice is confirmed through OIS data. Examination of Incidents closed under the criteria of false alarm calls on OIS for the month of December 2002 showed that 68% had more than one officer dispatched, and the average deployment to false alarm calls was 2.1 officers per incident. The cost to Bedfordshire Police of attending false alarm calls, based on 2001/02 figures and an average cost of £17.65p per hour is £217,500 p.a.

False Alarms April 01 – March 02	Telephone Resolution	Deployed incidents	Cost
10,101	856	9245	£217,500

Table 3:- False alarm attendance

Source: OIS

Alarm call incidents by their very nature have to be considered genuine until shown otherwise. Officers are required to be deployed to ascertain whether the premises are secure, i.e. the alarm is false, or there are intruders on the premises. The issue is not therefore attendance per se, but rather the length of time that the officers spend at the incident. The process of deploying officers to alarm calls has been mapped and is presented at Appendix B.

Consultation with Divisional Command Teams, and with operational officers has identified frustration with the perceived need to remain at the scene of an alarm for a period of 20 minutes to await the keyholder. This perception appears to arise from a possible misinterpretation of ACPO Guidelines (see below). There is also some confusion among patrol officers as to when this period starts. Some believe it to be when the alarm is activated whilst others think it starts at the time of arrival at the scene. The corporate position is that the former is the case, but officer's actual time at scene varies across the divisions from a minimum of 20 minutes to as much as one example given of an hour and a half to await the keyholder. In each case the premises had been checked externally and appeared secure. There is no regulatory, or ACPO advisory reason why officers should remain at the scene for a specific period of time.

The ACPO Policy on Police Response to Security Systems does not stipulate that officers should remain at scene for a specific period. The relevant paragraphs state :

- Paragraph 6:- “All premises with type A systems shall have at least two keyholders. Keyholders shall be trained to operate the alarm, have adequate means of transport to attend the premises at all hours ... and shall be able to attend within 20 minutes of being notified.”
- Paragraph 1.4:- It should be noted that police response is ultimately determined by the nature of demand, priorities and resources which exist at the time a request for police response is received.
- Paragraph 11.1:- The policy does not impose any liability on the force ... arising out of any acts or omissions connected with the alarm installation, including failure or timeliness in responding to any activation.

It is recommended that the policy for attendance at alarms be amended so that Officers resume patrol immediately they are satisfied that the alarm activation is false.

This review cannot determine an exact amount likely to be saved from the implementation of this recommendation as the amount of time spent at an incident will by necessity differ according to the incident. A conservative estimate based on the consultation with the focus groups is that a period of 10 minutes on each deployment is realistic. Based on 2001/02 figures and an average of two officers deployed to each incident this would produce savings of c. £54,300 p.a.

3.2 Abandoned Vehicles

The issue of abandoned vehicles is a national problem with about 350,000 vehicles being abandoned in the UK in the year 2000 with numbers increasing year on year. The Department for Environment, Food and Rural Affairs published a consultation document in October 2002 addressing the issue, and this along with other central and local Government initiatives will have a direct impact on procedures in Bedfordshire. Responsibility for removing abandoned vehicles falls predominantly with the Local Authorities, Bedfordshire County Council, the three district authorities of North, South and Mid Bedfordshire, and with Luton Unitary Authority. Bedfordshire Police has responsibility for removing vehicles believed involved in crime. In practice, through a combination of the complications arising from applying the various pieces of legislation and the shared nature of the responsibility, the problem has been tackled with mixed levels of success around the county. The procedure by which abandoned vehicles are dealt with is the subject of several initiatives, memorandum of understanding and partnerships between the territorial divisions and the local authorities and was reviewed in May 2001 (A review of Abandoned Vehicles Within Bedfordshire – May 2001 – Fortun).

Although responsibility for recovery of abandoned vehicles lies with the local authority there appears to be a general confusion among the public, and a perception that the police have some responsibility. A public satisfaction survey

conducted in 2002 identified that a third of respondents were not aware who had responsibility in this area. This confusion may be compounded by the use of notices placed on vehicles that state 'Police Aware'.

Dealing with abandoned vehicle incidents has become a major drain on police resources with over 5% of all incidents falling into that category. The table below shows the number of incidents categorised as abandoned vehicles between 1st April 2002 and 30th September 2002. The figures for this 6 month period equate to an annual total of 7,500 incidents at a deployment cost to Bedfordshire Police of c. £88,500 p.a.

April – September 02	'B' Division	'C' Division	'D' Division	Other	Force Total
All Calls	1366	1433	890	64	3753
Incidents categorised as crime/traffic related ³	49	37	41	0	127
Incidents categorised as non crime related	1317	1396	849	64	3626

Table 4:- Abandoned Vehicles

Source:-Operational Information System Force information

The process by which officers are deployed to reports of abandoned vehicles has been mapped and is produced at Appendix C.

Between the 1st April and 30th September 2002, Bedfordshire Police dealt with 3,626 abandoned vehicle incidents that were not crime or police related and a further 127 that were considered crime related or linked. The normal practice in these incidents is to deploy an officer to confirm location, index number and condition of the vehicle. In the case of non-crime related incidents the relevant local authority is contacted to arrange recovery and the police arrange recovery for those vehicles that are crime related. In either case the officer attending the scene does not usually carry out any other action than clarification of details that could be obtained from the initial informant. Stolen vehicles, or those involved in crime are examined by Scenes of Crime Officers after they have been recovered. There is no legislative requirement for police attendance, nor is there an

³ Defined as criminal damage, fire, found stolen vehicle, robbery, theft, suspicious, road traffic accident or other traffic incident

operational need except in those cases when they are left in obvious suspicious circumstances, left in a dangerous position or involved in a Road Traffic Collision.

It is recommended that police resources should not be deployed to abandoned vehicles except when there are obvious suspicious circumstances, the vehicle is left in a dangerous position, or involved in a Road Traffic collision. The service should ensure that a clear media strategy is developed in partnership with the local Authorities to educate the public on responsibilities and actions in dealing with abandoned vehicles and that the current 'Police Aware' notices are replaced by 'Local Authority Aware' notices giving suitable contact numbers for all non crime related abandoned vehicles.

The implementation of this recommendation should achieve non cashable savings of c. £86,000⁶ p.a. This figure is based on 2002 numbers of abandoned vehicle incidents less those where attendance is necessary for suspicious circumstances and vehicles reported as abandoned following road traffic collisions. It assumes an average time for the incident as 40 minutes (Force Shift Pattern Review – Schoon 2001), although anecdotal evidence from the focus groups suggests that this time is extended when travelling and waiting for recovery are included.

In addition, anecdotal evidence suggests that each abandoned vehicle, on average generates at least three calls. This equates to almost 20,000 non crime or police related calls being made to the Call Handling Centre each year. Whilst this review is unable to determine the exact number of these calls that would not occur through the use of 'Local Authority Aware' notices and a media strategy to inform the public, it is reasonable to assume it would be a significant number thereby generating further savings.

⁶ Based on average attendance of 40 minutes per incident (Shift Pattern Review – Schoon) and £17.65 per hour average cost of a Constable (Finance Department). No on costs are included

The cost of a media campaign will vary dependant on the coverage required. A typical advertising campaign covering the whole county is estimated to cost between £1300 and £2500 dependent on the page size required (Source – Media Department). The actual cost to the service should be less if it is developed in partnership with local authorities, thereby sharing cost.

3.3 PAAOTCO

Incidents categorised as PAAOTCO – Please Allow An Officer To Call On – are those when a request is generated either from an external source, i.e. another police service or agency, or from a department or division within Bedfordshire Police, to pass on information to or obtain it from a member of the public.

During the period 1st April 2001 to 31st March 2002 the total number of requests for an officer to attend a location categorised as PAAOTCO was 4,140 at a cost to Bedfordshire Police of c. £49,000⁷ p.a.

Although a number of these requests could be considered as core role, i.e. requests for arrests to be made, there is concern among divisional command and patrol officers that a significant number are trivial, do not require police attendance and could be dealt with by electronic or other methods. A sample of incidents was examined for a period of one week in October 2002. There were a total of 86 incidents categorised as PAAOTCO during that period, of which 76% (64 incidents) should not have had officers deployed.

Among these incidents were:

- 15 witness warnings or de-warning for court
- 21 requests for registered owners of abandoned vehicles to be seen
- 6 sympathetic messages informing relatives of a death
- 6 requests for statements to be obtained, one where the original had been lost by another force
- 8 checks for non vulnerable missing persons, 2 of which were known to be staying with a relative

⁷ Based on average attendance of 40 minutes per incident (Shift Pattern Review – Schoon) and £17.65 per hour average cost of a Constable (Finance Department). No on costs are included

Research has shown that little use is made of electronic communication methods, the telephone, or surface mail in passing or seeking information. The normal practice is to generate an incident on the Operational Information System (OIS) and deploy an officer. Consultation has indicated that with better forward planning, particularly on the part of Divisional Case Units a significant number of these incidents could be dealt with by use of the telephone or by surface mail. Each territorial division has a dedicated Foreign Enquiries Officer and this system has resulted in a decrease in the number of deployments of reactive patrol officers but it is felt by operational officers that incidents are sometimes allocated on the basis of clearing them from the OIS rather than selecting the most appropriate resource.

It is recommended that standard forms that require input of personal details, such as witness, crime, and loss statements should be amended to include e-mail addresses and that Bedfordshire Police consults with other agencies and partners with a view to encouraging them to use electronic communication

Issues for local management action

Divisional Case Units are urged to reduce the amount of PAAOTCO court warnings by working with partner agencies, and other requests made on uniform patrol officers by utilising telephone, electronic and written communication. This may require a re-adjustment of their forward planning processes.

It is acknowledged that the Call Handling Centre is constantly reviewing its training and processes and it is urged to revisit its practices in allocating resources to these incidents with a view to increasing the number of incidents resolved by telephone or other non-police deployment means, for example requesting vehicle losers to attend police stations for statement taking, or being more robust in filtering incidents for police attendance .

Whilst it is not feasible to determine an exact cost saving from these recommendations, the views of the groups consulted together with the results from the study undertaken in October indicates that it is reasonable to estimate that between 50% and 75% of incidents do not require police attendance and could be dealt with by the other means indicated. Based on 2001 / 02 figures this would give potential non-cashable savings of between £25,000 and £37,000 p.a.

3.4 Concern for Safety

The majority of calls classified as 'Concern for Safety' are considered by both command teams and operational officers as being part of our core role and the general consensus is that it remains necessary to deploy officers to these incidents. There would appear however to be a need to properly define areas of responsibility for attendance, and remaining at incidents when the primary responsibility does not fall to the police.

The total number of incidents classified as 'Concern for Safety' on the OIS for the period 1st April 2001 to 31st March 2002 was 8,536. This included 2,093 reports of missing persons that include absconders from children's homes. In addition there were 95 incidents when police attendance was requested at incidents involving utility companies, water, gas, and electricity. The total cost of these incidents to Bedfordshire Police in terms of police time is estimated as c. £101,500⁸ p.a.

Consultation with divisional command teams, reinforced by focus groups with operational officers identified three main areas of concern.

- Incidents when officers are called to attend the scene of failures of utility services. These include water, gas, and electricity leaks and on occasions can involve two or three police officers over a number of days providing expensive security at the public's expense. Whilst appreciating the public safety concerns involved concern was expressed during consultation that

⁸ Based on average attendance of 40 minutes per incident (Shift Pattern Review – Schoon) and £17.65 per hour average cost of a Constable (Finance Department). No on costs are included

there does not appear to be any pressure, financial or otherwise for the private sector contractors to expedite repairs.

- The Ambulance Service incorporates a marker on their deployment system that identifies addresses where violence has been previously encountered. When the system signals such an address the Ambulance Service call the police for assistance prior to attendance. This often results in the police being the first unit at scene only to find there is no need for their attendance either because there is no actual or threat of violence or because the information regarding a potentially violent person is out of date. It should be noted that at the time of writing the Chief Inspector Call Handling Centre was consulting with Hertfordshire Police and the Beds and Herts Ambulance Service in an attempt to resolve this issue.
- It became clear through focus groups that when calls are made for police attendance at children's homes to take reports of absconders, the majority of police staff were not aware of, or conversant with the missing person reporting policy, and that employees in child care establishments are not complying with the policy when absconder reports are made. The joint protocol between Bedfordshire Police, Bedfordshire Social Community Care, and Luton Social Services established in 1999 identifies a framework of risk assessment that allows for a period of up to 6 hours before the absconder is reported to the police. In practice most absconders are reported immediately they are discovered missing. Anecdotal evidence suggests this is more to prevent criticism and reduce potential civil litigation than because all absconders are considered high risk.

It is recommended that Bedfordshire Police consults with other agencies and public service companies such as Gas, Water, and Electricity to develop a protocol for police attendance and the requirement to remain at the scene.

Issues for local management action

Divisional Commanders should ensure that their officers and local children's homes are aware of, and comply with the Joint Protocol on Children and Young People Missing From Care

Subject to proper risk assessment it is estimated that there is a potential saving of c. £25,000 p.a. in non cashable terms from proper use of the Joint Protocol for Missing Persons from Children's Homes.

This review cannot determine an exact amount likely to be saved from the implementation of this recommendation as the amount of time spent at other 'concern for safety' incidents will by necessity differ according to the incident.

3.5 Summary of proposed efficiency savings

The table below shows the potential efficiency savings per annum arising from this review.

Area of Review	Recommendation Action	Cost of Deployment	Efficiency Savings
False Alarm Calls	Reduce the time spent at false alarms giving officers discretion when to resume	£217,500 ⁹	£54,300
Abandoned Vehicles	Officers should not be deployed to abandoned vehicles except when there are obvious suspicious circumstances, dangerous position or road traffic collision	£88,500	£86,000
PAAOTCO	More robust filtering of PAAOTCO incidents together with more use of electronic and other communication methods	£49,000	£25,000 ¹⁰
Concern for Safety	Protocols for police attendance and requirement to remain at scene of incidents, together with proper robust use of the Joint Protocol for Missing Persons from Children's Homes	£101,500	£25,000 ¹¹
Total		£456,500	£190,300

⁹ Based on an average of 2 Officers attending each incident (Operational Focus Groups – OIS data)

¹⁰ Minimum figure shown. Estimated between £25,000 and £37,000

¹¹ These are estimated Possible Savings – The review was unable to determine actual savings due to the complexity of the issue of risk assessment, and caution is advised when using this figure

Summary Of Recommendations

It is recommended that the policy for attendance at alarms be amended so that Officers resume patrol immediately they are satisfied that the alarm activation is false.

(Section 3.1 Page 11 – False alarm calls)

It is recommended that police resources should not be deployed to abandoned vehicles except when there are obvious suspicious circumstances, the vehicle is left in a dangerous position, or involved in Road Traffic collisions. The service should ensure that a clear media strategy is developed in partnership with the local Authorities to educate the public on responsibilities and actions in dealing with abandoned vehicles and that the current ‘Police Aware’ notices are replaced by ‘Local Authority Aware’ notices giving suitable contact numbers for all non crime related abandoned vehicles.

(Section 3.2 Page 13 – Abandoned vehicles)

It is recommended that standard forms that require input of personal details, such as witness, crime, and loss statements should be amended to include e-mail addresses and that Bedfordshire Police consults with other agencies and partners with a view to encouraging them to use electronic communication

(Section 3.3 Page 15 – PAAOTCO)

It is recommended that Bedfordshire Police consults with other agencies and public service companies such as Gas, Water, and Electricity to develop a protocol for police attendance and the requirement to remain at the scene.

(Section 3.4 Page 17 – Concern for Safety)

Issues Raised for Local Management Action

Although not included as full recommendations, the following issues are raised for management consideration.

PAAOTCO

Divisional Case Units are urged to reduce the amount of PAAOTCO court warnings by working with other agencies, and other requests made on uniform patrol officers by utilising telephone, electronic and written communication. This may require a re-adjustment of their forward planning processes.

(Section 3.3 Page 15)

It is acknowledged that the Call Handling Centre is constantly reviewing its training and processes and it is urged to revisit its practices in allocating resources to these incidents with a view to increasing the number of incidents resolved by telephone or other non-police deployment means, for example requesting vehicle losers to attend police stations for statement taking etc.

(Section 3.3 Page 15)

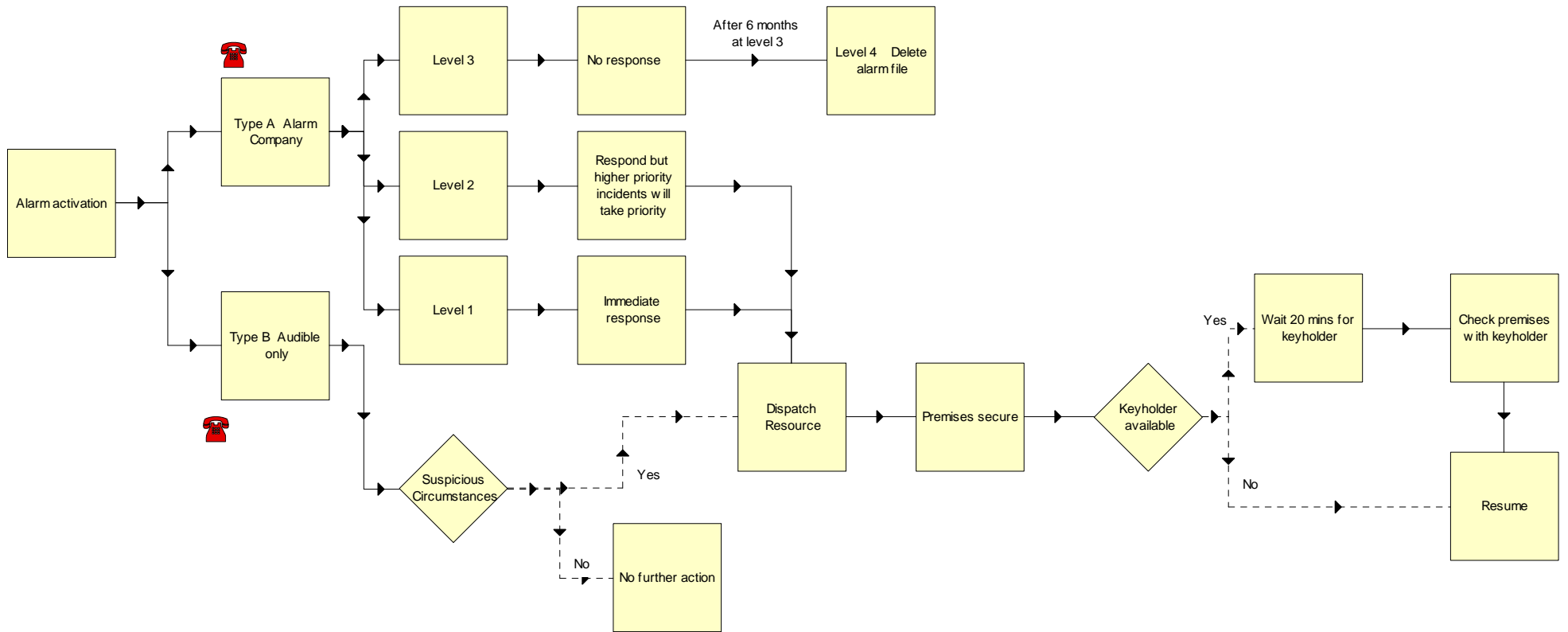
Concern for Safety

Divisional Commanders should ensure that their officers and local children's homes are aware of, and comply with the Joint Protocol on Children and Young People Missing From Care

(Section 3.4 Page 17)

False Alarm Calls

Appendix A



Abandoned Vehicles

Appendix B

