

Joint Audit Committee

29 April 2021

Responsible Officer:	Impact on Business:		Risk Register Reference & RAG
Jon Lee Director of Finance and Resources	High		
	Medium	X	
	Low		
Lead Manager:	Report Type:		
Jon Lee Director of Finance and Resources	Governance		
	Strategic	X	
	Operational		
Previous papers to Committee:			

Report summary	<p>The report updates the Committee on the proposed Cambridgeshire Southern Police Station (CSPS) project benefits and deliverables.</p> <p>The Committee had asked for an update on CSPS following the Treasury Management Briefing they received on 24 November 2020.</p>			
Related Police and Crime Plan objective				
Action (tick one box only)	Information <input checked="" type="checkbox"/>	Assurance <input type="checkbox"/>	Approval <input type="checkbox"/>	Decision <input type="checkbox"/>
Recommendation	To note the report.			

1. Purpose

- 1.1 To update the Joint Audit Committee on the proposed Cambridgeshire Southern Police Station (CSPS) project benefits and deliverables.

2. Recommendation

- 2.1 The Committee to note the contents of the paper.

3. Background

- 3.1 The full business case for the CSPS has been reviewed to identify potential benefits from the project and these have been developed with the support of the Project board. The identified benefits have also been discussed with the Strategic Analysis Team to ensure the benefits can be tracked going forward, and papers have been presented to the CSPS Project board in this respect.
- 3.2 The identified benefits will be reviewed as the project progresses to ensure they will still apply to the project on completion. Any changes and amendments will be captured.
- 3.3 The custody facility at the new station will be increased from 12 to 24 cells with the appropriate support facilities. This will result in an increase in the number of custody staff required to safely operate the facility as the number of Custody Sergeants and Detention Officers is based on a ratio to the number of cells. The increase in Custody Sergeants will be drawn from the force establishment, and there will be recruitment of additional Detention Officers to support the facility resulting in an increased revenue cost.
- 3.4 The new building will adopt renewable/low carbon technologies to minimise utility costs and these will be calculated as part of the RIBA Stage 4 work during the summer. Benchmarking the new facility against the old is problematic as the custody element in the new CSPS is twice the size and a custody cost per square metre cannot be determined as metering is on a whole building basis.
- 3.5 There will be further improvements to other areas within custody to ensure compliance with the Home Office Design Guide for new builds. This will see an increased custody desk area, segregation of cell corridors and improved medical and forensic areas, resulting in a larger overall custody area that is very different to the current historical facilities at Parkside.
- 3.6 There are not expected to be overall cashable savings due to the borrowing requirement to fund the new site (as reported in the Medium-Term Financial Strategy). Any capital receipts from the disposal of Parkside will contribute to the construction costs of the new facility by reducing the borrowing required.

4. CSPS Identified Benefits

4.1 A review of the CSPS full business case identified a number of benefits to be considered, and following a discussion with the Strategic Analysis Team it was agreed that those identified could be captured under two headings, deliverables and benefits. Deliverables are a single area/benefit where the monitoring and tracking can be based on whether the item is delivered or not, and benefits are ongoing and can be baselined, tracked and monitored.

4.2 The identified deliverables are:-

Deliverables

- a) The new custody facility will be fully compliant with the Home Office Design Guide, including delivering the dignity, privacy and respect agenda. The number of cells will increase from 12 to 24 to allow for the known/anticipated population growth, and the design includes space for further expansion of the cell number thereby allowing for further unknown growth and future proofing it for the next 50 years. The current site at Parkside is not suitable for the expansion of custody nor to incorporate any improvements within the HO Design guide to the existing area.
- b) Open plan/agile working spaces to enable better communication between all business areas, including the exchange of intelligence and information and the awareness of other teams work. Currently business functions are spread over 5 floors in separate areas and the new building allows co-located working within the same area across 2 floors.
- c) Deliver a building that has been future proofed for both the custody facility (to accommodate future housing and population growth in the south as that growth is expected to result in increased demand on policing services) and the future uplift of officers and the infrastructure needed, lockers, equipment storage etc.
- d) The new custody facility is likely to remove the reliance on contingency suites at March and Huntingdon and provides an opportunity to convert the custody space in due course for additional accommodation or allows practical discussions with partners on shared space working.
- e) Ease of access to the site from the areas of high arrest and demand as well as ease of access/egress for detainees; families; custody support services (i.e. Solicitors, Doctors) and operational teams.
- f) Improved security and parking on site enabling operational vehicles to be parked within a secure parking area with sufficient space for operational cars and vans.

4.3 The identified benefits are:-

Benefits

1. Savings to operational hours from Detained Persons no longer needing to be transported from Cambridge to Peterborough & Kings Lynn as the limited cell provision at Parkside will be increased from the current 12 cells to 24, providing more capacity for detainees.
2. Health and Safety benefits of shorter transport time for Detained Persons to the new site at Milton avoiding lengthy travel times to Peterborough and Kings Lynn due to the increased cell provision from 12 to 24.
3. Improved custodial processing allowing arresting officers to return to frontline duty sooner. This is achieved by the new building providing enhanced and efficient detention facilities with multiple detainee processing whilst maintaining dignity, privacy and respect.
4. Improved service delivery from the new facility will allow the demand from the long-term housing and population projection for the area to be met. It is known that there is a correlation between housing growth and crime and therefore reasonable that custody capacity takes account of crime forecasts. This increased demand is met from the additional cells and the improved design allows multiple detainees to be processed simultaneously.
5. Improved staff morale. The new building will provide an enhanced working environment with natural light particularly within custody and ensure, by better design, reducing health and safety risks to both staff, visitors and detainees. This in turn will aid recruitment and retention of staff and improve staff morale and well-being.
6. Improve communications by creating a modern open plan office supporting an increased custody provision. It will also ensure flexibility to respond to modern and changing demands.
7. The aspiration will be to achieve revenue savings in the maintenance and utility costs for the new site on a cost per square metre basis. The new building will be built to high environmental standards with sustainable energy features and an energy efficient and low carbon design. The running costs per square metre will be benchmarked from the existing to the new with a commentary on the more significant running costs of custody compared to general offices.
8. Use of virtual courts – The use of virtual courts is expected to increase over the coming years. The new site will have two purpose built virtual court rooms and a

dedicated virtual courts office to support this demand. This benefit will be baselined from the number of virtual court appearances at Parkside to the new site.

9. The radial design will enable a more effective custody operation, as this allows best views from the charge desk including the monitoring of the cell corridors, and reduce health and safety incidents. This benefit will be baselined from health and safety incidents data for Parkside.

10. A better environment is likely to have a positive impact on the behaviour of detainees reducing the number of assaults on officers and staff and the need to use force in custody. In addition, the new construction will allow additional features to be incorporated into the design and finish that will have positive impacts on the behaviour of detainees, (including colours, lighting and digital clocks) that will improve the surroundings for those with autistic or learning issues or other vulnerabilities. This will be baselined from health and safety and use of force incidents at Parkside.

5. Future Work

- 5.1 Further work will be undertaken to ensure the agreed benefits can be baselined and tracked and monitored as the project moves forward. The last full financial year before occupation of CSPA will be used as the baseline.

- 5.2 The benefits realisation will be reviewed and any emerging benefits will be captured as they are identified, including how they will be baselined, monitored and tracked.

6. Recommendation

- 6.1 The Committee to note the contents of the paper.

BIBLIOGRAPHY

Source Document	Cambridgeshire Southern Police Station – Benefits Realisation project files
Contact Officers	Jon Lee, Chief Finance Officer Colin Luscombe, Director of Estates, Cambridgeshire Constabulary Donna Phillips, Project Manager, Cambridgeshire Constabulary