

## **Devon and Cornwall Police Authority Minutes**

A meeting of the **Resources Committee** was held in the Conference Room, Police Authority, Endeavour House on the 24 April 2008 starting at 10:00 hrs.

### **Present**

Chairman .....Mr B Greenslade  
Mr M Bull, Mrs A Malcolm, Mr D Money, Mr M Nevitt, Mr B Preston and Mr J Smith.

### **Officers in Attendance**

Mr J Glasby (Treasurer), ACC Sharon Taylor, Mr Colin Papworth (Director of Resources & Administration), Mrs Angela Daveney (Head of Technical Accounting), Mr Mike Walton (Head of IT), Mr Tim Bishop (Airwave Development & Services Manager), Mr John Ellis (Force Information Manager), A/Sergeant Zoë Bateman (Head Camera Lead Officer), Mrs E Tanner (Administrator).

### **R/702 Apologies for absence**

There were no apologies for absence.

### **R/703 Declarations of interest**

There were no declarations of interest.

### **R/704 Chairman's Announcements**

The Chairman reminded the meeting that the item on Business Benefits had been deferred to the next meeting of the committee.

### **R/705 Resources Committee Minutes**

**RESOLVED** that the minutes of the meeting held on 7 February 2008 be confirmed as a correct record.

### **R/706 Financial Monitoring**

Members considered the report. The key issues were highlighted and these were:

- The 2007-08 outturn. The outturn forecast was favourable.
- Staff Handbook allowances had been paid. The underlying cost compared to the budget was higher therefore a post implementation review will be undertaken to establish the reasons for this. Members would be updated at their meeting in June.
- Transport savings were considerable however the final figures were not yet available. It was

estimated that around £170,000 would be saved in revenue despite the increases in fuel costs over the year, and that there would be a reduction of £0.5m spend against the capital budget on vehicle replacement as a result of better management of the vehicle fleet. Members were reassured that there had not been a subsequent increase in the hiring of vehicles. Details of the actual savings would be reported to Members in due course.

- Efficiency & productivity Strategy 2008-11. This new strategy was explained to Members, and the key changes to the existing efficiency planning regime highlighted. Monitoring reports showing performance against the strategy will be brought before the Police Authority on a regular basis throughout the year.

Issues discussed during consideration of this item included:

- Efficiency savings and initiatives in partnership working, for example video conferencing facilities.
- Using the data on efficiency savings being achieved by other agencies as a benchmark.
- Partnership working in procurement.

**RESOLVED that Members were pleased to note the financial position especially the progress made in the management of the vehicle hire fleet.**

#### **R/707 Treasury Management Report**

Members noted that the current Treasury Management Strategy had functioned extremely well during 2007-08 despite the troubled financial climate. In excess of £1m of additional interest / cost saving had been achieved.

Issues discussed during consideration of this item included:

- Interest receipts.
- Performance of the external investment managers.
- Performance of the Devon and Cornwall Investment fund and investment decisions. Part way through the year the Fund had been taken over by the Treasurer it is pleasing to note that performance exceeded both the target index and that of the external manager. Three investments had been taken over 25 months as a safety measure to protect against falling interest rates over time.
- Performance of the cash manager.
- Euro fund. Because of the growing strength of the Euro against the Pound, significant returns had been achieved. Decisions on whether or not to retain the investment in Euros up until the payment for the helicopter was due may need to be taken based on the future strength of the Euro against the pound.
- Borrowing. There had been reduced borrowing for the capital programme during the year. What monies had been borrowed had been at a low interest rate of under 4.5% over 30 years. This had resulted in savings of around £200,000.
- Proposed changes to the Treasury Management Strategy. It was recommended to allow short term borrowing and an upper limit for fixed rate debt maturing in less than 10 years to be set at 33% of all debt, so that debt maturity was more evenly spread than at present. It was also

suggested that borrowing for shorter term assets also be approved. This would provide more flexibility to take advantage of opportunities when they arose.

#### **RESOLVED**

- i. That the current success of the Treasury Management Strategy be noted.
- ii. To recommend to the Police Authority to allow short term borrowing and an upper limit for fixed rate debt maturing in less than 10 years is set at 33% of all debt.
- iii. To recommend to the Police Authority that borrowing be incurred for short term assets subject to appropriate provision being made within the annual revenue budget to set aside funding to repay the debt over the life of the asset.
- iv. That returns for the Euro fund be transferred to the Helicopter Replacement Reserve.

#### **R/708 Airwave Service Business Benefits Summary**

Members considered the report which provided a summary of the current state of benefits realisation of the Airwave Service. It was reported that the Devon & Cornwall Constabulary was leading the country in its use of the Automatic Person Location System.

The business benefits summary was based on user experience, the management team and from information received on other Force experiences. It was also based on results from a recent survey of Airwave users.

Members considered the table of benefits and statement of benefit realisation. A number of benefit themes were highlighted and the performance against the realisation of the benefit was discussed.

Issues raised during consideration of this item included:

- The benefit of reducing time in stations/more effective use of remote working had not been achieved. This benefit was linked to mobile data which was a discrete capability that was limited in Airwave technology. More work around mobile data would be necessary to achieve this benefit.
- During busy periods, control room resource was not sufficient to cope with incoming calls from Officers. Airwave prevents over talking and as a result 74% of officers had experienced problems in getting through and had to queue to talk. Members were reassured that Officers could get an immediate connection to the control room in an emergency on the dedicated emergency function. Proper use of Airwave code, buttons and language would result in a reduction in the number of calls.

The need for better resource management within the control room had already been identified.

- A strategic vision targeting the benefits of airwave was considered lacking. One of the original objectives was to reduce police officer time in police stations and this was not being realised. The ability of Airwave technology to handle mobile data had proved lacking despite it being one of the original benefits identified by PITO. In reality, the technology was not advanced enough to provide this functionality and additional devices would be needed to provide mobile data at this point in time. It was suggested that it would be at least 5 years before just one

device could deliver both radio and mobile data so enabling officers to process crimes whilst out on the beat.

- There were capabilities of Airwave that were not been fully utilised and this was a national issue.
- The impact of organisation culture and staff management in realising some of the benefits, in particular that of reducing time in police stations.
- The summary of benefits realisation provided only an opinion of whether or not a benefit had been realised. This was because neither the business benefits nor the way in which those business benefits would be measured had been established prior to the commencement of the project. Members expressed their dissatisfaction with this situation and the need for improved project management. A further report was requested to include evidence showing the reasoning for deeming that benefits had been realised, and also progress on achieving those benefits not yet deemed to be met. It was requested that this report also include how the technical and cultural issues influencing the realisation of benefits from Airwave were being addressed.

#### **RESOLVED**

- i. to note the contents of the report.
- ii. that a further report evidencing realisation of benefits and providing an update on the cultural and technological influences on achieving the benefits of Airwave be brought to the September meeting of the committee
- iii. to acknowledge that there was a need for a significant improvement in project management.

#### **R/ 709 Introduction of Mobile Data Resulting from NPIA Initiative**

Members considered a report that identified the benefits and implications of rolling out mobile data access to the Neighbourhood Policing Teams should the Force be successful in its bid to Government for a share of the NPIA funding initiative.

Members had been made aware of this initiative at their last meeting, and under delegated powers, the decision to proceed with the bid for a £2m share of the fund had been taken by the Treasurer in consultation with the Chairman of the Police Authority and the Chairman of Resources. A decision as to whether or not the bid was successful was expected in early May.

The initial costs to the Force were minimal provided the bid was 100% successful. The Government had indicated that bids would either be 100% successful, or 100% unsuccessful and no part funds would be awarded. A copy of the funding bid and the projected costs to the Force over the next 3 - 5 years was circulated for information.

Issues discussed during consideration of this item included:

- If Devon and Cornwall was not successful in their bid, decisions would be necessary around the possibility of future implementation of mobile data from existing funds. A further report to the June meeting of the committee was requested should this be the case.

- Data storage would be minimal and no problems were foreseen.
- Printing would be challenging. In the future, portable printing devices that were sufficiently compact would be necessary .
- Consumables.
- GPS was considered necessary because it was very useful when resources were deployed to unfamiliar areas.
- Bluetooth technology - associated security issues would need to be resolved.
- Cultural acceptance.
- Transportation issues for foot officers of the components that would be required for mobile data provision.
- Benefits and the monitoring of benefits.

**RESOLVED to note the proposal made by the Constabulary to the NPIA for funding for a mobile data project.**

**R/710 Police Authority Members' access to Restricted Devon & Cornwall Constabulary Data via email.**

Three options were presented that would enable Members' access to restricted information by email.

Issues raised during consideration of this item included:

- The Citrix solution was currently in use in Devon County Council and was being piloted in Cornwall County Council. Those Members who had experience of this solution were complimentary of it.
- Frustration of emails being blocked and the default setting of restricted. This issue was being addressed and the default would be changed so that either restricted or non-restricted had to be picked by the sender.
- The urgent need of Members to have this access and the loss of performance due to wasted staff time as a result of the longstanding complications in relation to this issue.

**RESOLVED to**

- i. note the national information security standards mandated on the Force.
- ii. pursue the PNN3 Remote Access and Citrix solution.
- iii. delegate to the Treasurer the identification of funding to pursue this solution.

**R/711 Closed items (Items considered by the committee with only Members of the Police Authority, appropriate Officers and expert advisors present, on the grounds that exempt / confidential information may be discussed).**

**RESOLVED** that the items detailed in the table below be considered as closed items.

## **R/712 Update on Plymouth Head Camera Project**

Members received a presentation detailing progress made by the Plymouth Head Camera Project in the year following the conclusion of the National Pilot in March 2007.

Issues discussed during consideration of this item included:

- Devon & Cornwall's use of headcams had created worldwide interest in the initiative.
- The current situation in relation to procurement of additional head cameras was explained.
- Partnership funding and improved partnership working.
- The absence of suitable technology in the current market place hence the decision to delay the tender process to procure additional head cameras for a number of months.
- Human Rights and liberty issues had been addressed in the national guidance.
- The need to consider regional procurement / collaboration.
- Members' full support for the initiative.

**RESOLVED** to continue to support the development of the Head Camera Project.

## **R/713 Mercury Project**

The Mercury Project aimed to manage the replacement of the current command and control and crime and intelligence systems with commercial 'off the shelf' products. The report detailed the reasons for the replacement need, the estimated cost of replacement and proposals for the tendering process. Legal advice had been sought at an early stage to ensure the correct tendering process was followed.

A bidders event would be held in June to enable potential suppliers to decide whether or not to tender. A pre-tender notice had already been released into the market place and a pre-tender questionnaire would shortly follow.

Sufficient funding had already been identified within the capital programme and revenue budget.

Issues raised during consideration of this item included:

- Legal advice had been sought in relation to the drawing up of the contract for provision of these systems. Specific legal procurement advice would be taken throughout the process.
- The need for business benefits outcomes in a measurable form to be identified.
- Further reports would be brought before the Committee at both the pre invitation to tender stage, and at the response to tender stage. These reports would articulate the outcomes that were being sought and how these would be measured, and how the market place had responded to these required outcomes.
- System integration and interdependencies. Considerable work had been undertaken on user requirements and all of the functions had been mapped. A decision to demand an integrated end to end solution rather than specifying a command and control and a crime and intelligence system had been taken to mitigate and transfer the risk of integrating the replacement systems with all other Force IT systems.
- Process re-engineering work and streamlining.

- The Chief Officer Group was reassessing all projects to ensure that those with high priority were sufficiently resourced in respect of having the right number of suitably skilled people working on the project.

## **RESOLVED**

- To note the contents of the report and authorise the project to conduct the invitation to tender phase of the project on behalf of the Police Authority as the 'contracting authority'
- To endorse the decision by the project board to adopt the EU restricted tendering process based upon external legal advice and internal professional knowledge
- To endorse the invitation to tender approach to seek an integrated IT solution rather than specified systems in order to transfer the risk of integration issues.

## **R/714 Estate Strategy and Programme Update**

Members considered the new style report which combined an updated Estate Strategy, and an overview of progress on the whole of the estate programme.

A refresh of the Estate Strategy had been progressed over the year and an updated strategy was presented for approval.

An update on Bodmin, Pool, Devonport, Teignmouth, Tiverton shop-front, Ashburton, Tavistock, Ottery St Mary and the use of the Development fund in relation to Exeter and Truro was provided.

Issues raised during consideration of this item included:

- Capital programme strategic priorities which included public protection units and sexual assault referral centres and a need to develop these to national standards.
- Development of custody facilities in Exeter and Plymouth.
- Ownership and tenure. It was questioned if it was always necessary to push for freehold opportunities.
- The statement regarding the consideration of physical co-location opportunities contained in the Estate Strategy was questioned as it implied that the police would prefer not to work with others.
- The need to ensure that any partnership arrangements provided the best solution for the Police Authority.
- Historical problems with leasing.
- Potential conflict between operational requirements and the criteria specified in the Estates Strategy and the need to involve operational deliverers early on in property projects to mitigate problems.
- Difficulties experienced in obtaining user specifications.
- The need for a re-draft of the Estates Strategy. It was agreed that a working party comprising The Chairman of Resources, Chairman of the Authority, Lead Member for Property and the Director of Finance and Resources be convened to take this forward.
- The final mast sale had now completed. Just under £2m had been realised as a result of this project.
- Bodmin was progressing well.
- There was considerable debate on the Devonport development. Significant delays were being

experienced which were attributable to the developer. Other options to provide this building had been considered and the meeting debated withdrawal from the scheme. In the interim, the possibility of short-term office space had been investigated.

- Use of a proportion of the monies already set aside for developing the estate to be used for opportunities in Exeter and Truro.
- Proposals to continue to make use of the services of a firm of solicitors that had previously been employed by a developer and the developer had since withdrawn from the scheme.

## RESOLVED

- (i) To defer approval of the Estate Strategy until the next meeting of the committee when an amended draft would be presented;
- (ii) the Estate Programme highlight report be noted;
- (iii) to approve that Financial Regulations and Standing Orders be waived for the potential sale of the existing Bodmin Police Station site, with the final details of the transaction to be subject of a further report;
- (iv) that if an acceptable end date is not forthcoming, an alternative scheme to Redrow for Devonport be progressed, that short-term accommodation be secured as a matter of priority and that the costs of this accommodation be funded from the overall capital budget allocated for the scheme.
- (v) To approve the use of up to £180,000 from the £750,000 Estates Development Fund in order to progress the Estate Strategy for Exeter and Truro as set out in the report;
- (vi) To waive Financial Regulations and Standing Orders to allow the Police Authority to appoint the developer's firm of architects to finalise the Truro development options.

The meeting concluded at 13:20hrs

Signed.....
Date.....