

DMPC Decision – PCD 1172

Title: Tottenham Police Station Building Refurbishment Full Business Case

Executive Summary:

This paper seeks approval for investment of upto £5,813,800 for the refurbishment of Tottenham Police Station. The investment will support the police officer uplift programme, increase building utilisation, increase staff satisfaction, and make more efficient use of officer time. The investment cost is being met from within the approved capital programme.

Recommendation:

The Deputy Mayor for Policing and Crime is recommended to:

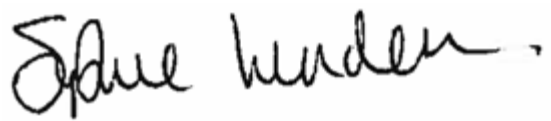
1. Approve expenditure of £5,700,000 from the approved capital budget to refurbish Tottenham PS as part of the BCU refurbishment programme;
2. Provide delegated authority to the Director of Commercial Services to award a Design & Build contract to the value of £3,911,324 to Overbury to undertake refurbishment works at Tottenham PS;
3. Note that the lease break for Lymington Avenue has been exercised as set out in Decision PCD691 of 18 December 2019; and
4. Approve the additional investment of £113,800 in addition to the £5,700,000 capital spend to implement recommended carbon reduction options, to be funded from the forward works budget;

Deputy Mayor for Policing and Crime

I confirm I have considered whether or not I have any personal or prejudicial interest in this matter and take the proposed decision in compliance with the Code of Conduct. Any such interests are recorded below.

The above request has my approval.

Signature



Date

14/04/2022

PART I - NON-CONFIDENTIAL FACTS AND ADVICE TO THE DMPC

1. Introduction and background

- 1.1. MOPAC approved a programme of investment in the estate associated with the Borough Command Unit (BCU) capability – see Outline Business Cases PCD290 and PCD337. PCD694 approved the tranche 1 specific works for 15 of the 27 sites and further approvals have been granted for a number of other sites.
- 1.2. This paper seeks approval for investment in Tottenham Police Station as part of the wider BCU estate refurbishment programme.

2. Issues for consideration

- 2.1. In order to take account of the officer uplift programme this site and the others not already approved for investment were held back from final determination of the refurbishment needed. The designs now proposed reflect police officer growth, new ways of working and the new 350mm wide locker.
- 2.2. The refurbishment of Tottenham Police Station will directly generate qualitative benefits of increased building utilisation, increased staff satisfaction, and more efficient use of officer time.

3. Financial Comments

- 3.1. The total estimated budget for the Tottenham Police Station refurbishment is £5.7m. This is funded from the approved capital programme. Additional energy efficiency measures estimated at £113,800 are also sought for approval to be funded from the MPS Forward Works capital programme.
- 3.2. The completion of these works together with the other sites in the BCU Refurbishment programme will enable the release of other sites and contribute to the generation of an estimated £60.2m of capital receipts and the delivery of planned annual revenue savings of £3.6m.

4. Legal Comments

- 4.1. In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of “the Act “do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office”. This includes, entering into contracts and other agreements
- 4.2. Paragraph 4.8 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to approve business cases for revenue or capital expenditure of £500,000 or above.

- 4.3. Paragraph 4.14 of the MOPAC Scheme of Delegation and Consent provides that the Deputy Mayor for Policing and Crime (DMPC) has delegated authority to reserve the right to call in any MPS proposal to award a contract for £500,000 or above

5. Commercial Issues

- 5.1. This paper involves the procurement of a range of estate refurbishment works at a value of £3.9m. The procurement has been via the use of MOPAC-approved construction-related frameworks.
- 5.2. The MPS assure that as part of their appointment onto the MPS frameworks, the delivery partners the MPS will use to deliver this project have committed to take specific actions to address responsible procurement and London Anchor Institutions charter objectives.

6. GDPR and Data Privacy

- 6.1. MOPAC will adhere to the Data Protection Act (DPA) 2018 and ensure that any organisations who are commissioned to do work with or on behalf of MOPAC are fully compliant with the policy and understand their GDPR responsibilities.
- 6.2. The MPS assure that the project does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered.

7. Equality Comments

- 7.1. MOPAC is required to comply with the public sector equality duty set out in section 149(1) of the Equality Act 2010. This requires MOPAC to have due regard to the need to eliminate discrimination, advance equality of opportunity and foster good relations by reference to people with protected characteristics. The protected characteristics are: age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation.
- 7.2. The MPS assure that a site specific Equality Impact Assessment (EIA) has been undertaken as part of the Detailed Design process which assessed the design as meeting the needs of the operational police and staff working from this building. All buildings included in the Estate Transformation Implementation Plan will be Equalities Act Compliant.

8. Background/supporting papers

- Appendix 1 MPS Report - Tottenham - BCU Building Refurbishment FBC Update Paper

Public access to information

Information in this form (Part 1) is subject to the Freedom of Information Act 2000 (FOIA) and will be made available on the MOPAC website following approval.

If immediate publication risks compromising the implementation of the decision it can be deferred until a specific date. Deferral periods should be kept to the shortest length strictly necessary.

Part 1 Deferral:

Is the publication of Part 1 of this approval to be deferred? NO

If yes, for what reason:

Until what date: N/A

Part 2 Confidentiality: Only the facts or advice considered as likely to be exempt from disclosure under the FOIA should be in the separate Part 2 form, together with the legal rationale for non-publication.

Is there a **Part 2** form – YES

ORIGINATING OFFICER DECLARATION

Tick to confirm statement (✓)

Financial Advice:

The Strategic Finance and Resource Management Team has been consulted on this proposal.

✓

Legal Advice:

The MPS legal team has been consulted on the proposal.

✓

Equalities Advice:

Equality and diversity issues are covered in the body of the report.

✓

Commercial Issues

Commercial issues are covered in the body of the report.

✓

GDPR/Data Privacy

GDPR compliance issues are covered in the body of the report .

✓

Drafting Officer

Alex Anderson has drafted this report in accordance with MOPAC procedures.

✓

Director/Head of Service:

The interim MOPAC Chief Finance Officer and Director of Corporate Services has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.

✓

Chief Executive Officer

I have been consulted about the proposal and confirm that financial, legal and equalities advice has been taken into account in the preparation of this report. I am satisfied that this is an appropriate request to be submitted to the Deputy Mayor for Policing and Crime.

Signature



Date 12/04/2022

**Tottenham - BCU Building Refurbishment FBC Update Paper****MOPAC Investment Advisory & Monitoring meeting, 01 April 2022****Report by Vince Fihosy on behalf of the Chief of Corporate Services****Part 1 – This section of the report will be published by MOPAC. It is classified as OFFICIAL – PUBLIC*****EXECUTIVE SUMMARY***

Management Board approved the BCU Refurbishments through 2 OBCs in Dec 2017 and March 2018 covering 27 buildings. FBC approval for the refurbishment of the first 15 buildings was given in December 2019 [PCD694] and for a further two buildings in July 2021 [PCD 1027]. Of these, 16 have already been completed and the remaining site is on track to be completed by April 2022.

This paper seeks approval to progress the refurbishment of Tottenham PS. Prioritisation of Tottenham PS enables officer uplift and operational requirements to be met which is reflected in the design for the site.

Recommendations

IAM is asked to:

1. Approve expenditure of £5.7m from the approved capital budget to refurbish Tottenham PS as part of the BCU refurbishment programme;
2. Provide delegated authority to the Director of Commercial Services to award a Design & Build contract to the value of £3,911,324 to Overbury to undertake refurbishment works at Tottenham PS;
3. Note that the lease break for Lymington Avenue has been exercised as set out in Decision PCD691 of 18 December 2019; and
4. Approve the additional investment of £0.1m in addition to the £5.7m capital spend to implement recommended carbon reduction options, to be funded from the forward works budget;

Time sensitivity

A decision is required from the Deputy Mayor by 14/04/22 following the usual decision period timeline.

Non-confidential facts and advice to the Deputy Mayor for Policing and Crime**Introduction and background**

1. This paper provides an update to the BCU Refurbishment FBC [PCD694] approved in December 2019 and requests approval to progress Tottenham as the next site in the BCU refurbishment programme. This building, along with the remaining sites in Phase 2 of the programme, were held back from the original FBC to allow the impact of officer uplift to be reviewed before committing expenditure.
2. Of the schemes identified in the Original Business Case [PCD290 and PCD337], 16 have been delivered successfully, 1 is in progress, 2 are not progressing at this time (Warspite and Kensington) and the remaining sites will be reported in future update papers.

Issues for consideration

MOPAC / DMPC are requested to note the following:

3. Is the capital plan budget sufficient to deliver the full set of BCU Refurbishments?
 - Based upon the delivery of the first 17 schemes on budget, there is confidence that the remaining schemes will also be delivered within the budget envelope available.
 - A future paper will make recommendations on the works required for the remaining BCU sites.
4. Will we still deliver the qualitative benefits outlined in the FBC?
 - We remain on track to deliver the qualitative benefits of increased building utilisation, increased staff satisfaction, increased victim and user satisfaction, and more efficient use of officer time. These, together with the draft Estate Strategy objectives of investing and enhancing the quality of accommodation can only be realised through modernised accommodation that facilitates agile working patterns. The refurbishment of Tottenham will directly contribute to the ongoing delivery of these outcomes.
5. Will operational pressures, not foreseen in the OBC, impact the deliverability of the remaining schemes?
 - The designs undertaken reflect officer growth and new ways of working and allow for the installation of the new 350mm wide locker proposed in the Personal Storage Strategy Paper. The timing and sequence of installation of the new lockers will be considered in the Personal Storage OBC due for submission to IAM in May 2022.
 - The remaining BCU buildings in the refurbishment programme have been split into waves, based on their readiness to be progressed.

Financial, Commercial and Procurement Comments

6. This paper is seeking approval to refurbish Tottenham PS as part of the wider BCU refurbishment programme. The BCU Refurbishment programme as a whole, will enable the release of a number of buildings, providing an estimated capital receipt of £60.2m and revenue savings of £3.6m. This paper seeks approval for capital expenditure totalling £5.7m which will generate (already budgeted) revenue savings of £0.3m.
7. The capital programme includes £197.6m to deliver the BCU refurbishments, of which £124.3m was approved in December 2019 to deliver the Phase One refurbishments, and a further £3.9m was approved in July 2021 for Wave 1 of Phase 2. This report seeks approval to deliver the next scheme at a total cost of £5.7m funded from the existing approved capital programme. If approved, this will leave a balance of £63.7m to deliver the remaining schemes in the BCU Programme. This remaining expenditure covers the

Phase 2 Planned schemes for refurbishment of buildings at, Harrow, Hayes, Wembley and Kensington (the latter reported separately) plus the Phase 2 Decisions Required schemes (currently on hold) in the South West and North East BCUs.

8. The additional works identified for decarbonisation by 2030 are not currently budgeted for within the Capital Programme and are not included in the £5.7m allocated to the delivery of Tottenham refurbishment. The recommendation is to include the simple works within the scheme at an additional cost to the project of £0.1m. These works are already planned for in future years of the Forward Works programme and approval is sought to transfer the costs from that budget. Delivering these works now as part of the main refurbishment works would realise cost savings through the avoidance of management and contractor preliminaries costs and would accelerate the delivery of energy savings and reduction of carbon emissions. If the option for the full decarbonisation works to be completed by 2030 is adopted, funding of a further £2.6M of capital costs.
9. The BCU Refurbishment Original Business Case (PCD290 and PCD337) identified buildings with an estimated value of £60.6m that could be disposed of once the refurbishments were complete. Following a review of the dependencies, £26.8m now relates to the approved projects in the BCU Programme up to this point. A further £33.4m relates to the future waves in phase 2. There is no direct Capital Receipt related to the refurbishment of Tottenham PS. This reflects a variance (-£0.4m) as compared to the original business case, which is driven by the decision to retain a number of buildings in support of officer uplift as set out in the draft Estate Strategy 2020 to 2025, and approved by Management Board, which aligns with the budget submission approved in February 2022. This variance has reduced from the Phase 2 Wave 1 report due to a strong property market and an over-delivery on a number of sale receipts.
10. The BCU Refurbishment Business Case included revenue savings of £4.1m. This project delivers £0.3m of these revenue savings related to exiting the lease at Lymington Avenue (this revenue saving was previously reported as being delivered under the DWO programme). Following a review of dependencies, £1.5m of revenue savings now relates to the Phase One Business case approved in March 2020, £0.3m relates to this report, with a further £1.7m associated with future waves. This reflects a variance (-£0.5m) as compared to the original business case, and is due to the decision to retain a number of buildings in support of officer uplift as set out in the draft Estate Strategy 2020 to 2025 and approved by Management Board.
11. The commercial case, objectives, scope and dependencies remain as per the original FBC. Both the Locker Policy Strategy and Officer Uplift still provide potential for change; however ongoing consultation and upfront planning has been progressed to minimise the likely impact of these and therefore the programme risks and benefits remain unchanged. All contracts to date have been awarded via MPS frameworks and in full compliance with the Public Contracts Regulations 2015.
12. Consultant project and cost-management services were procured for delivery of all work stages. A contractor was procured under a Pre-Construction Services Agreement so as to deliver the scheme using a Design & Build contract covering RIBA Work Stages 2 to 4 (Design) and, following approval of the Decisions in this paper, this appointment will be extended with award of a construction contract to cover delivery of Work Stages 5 to 7 (Construction). MPS frameworks were used for all appointments required to deliver the BCU Programme.

London Anchor Institutions Charter

The MPS is committed to:

- Addressing the Negative Economic Impact of Covid 19
 - Narrowing Social, Economic and Health Inequalities
 - Supporting Young People and Providing Opportunities
 - Supporting Communities Heavily Impacted by the Pandemic
 - Advancing the Delivery of the Net Zero Carbon initiative
13. As part of their appointment onto the MPS frameworks, the delivery partners the MPS will use to deliver this project have committed to take specific actions to address the above issues. As part of the framework management approach, the linkage between individual appointments and actions taken and the effectiveness of those actions in delivering the above commitments will be reviewed and assessed.

Legal Comments

14. The Mayor's Office for Policing Crime is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of public contracts for goods and/or services valued at £189,330 or above will be procured in accordance with the Regulations. This report confirms the value of the proposed contract exceeds this threshold.
15. Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides MOPAC must secure the maintenance of the Metropolitan Police Service, and secure that the Metropolitan Police is efficient and effective. In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of "the Act" "do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office". This includes, entering into contracts and other agreements, in addition to acquiring and disposing of property (including land). MOPAC has the power to dispose of surplus properties (including land) under paragraph 7 (2) (b) of Schedule 3 of the "the Act".
16. The Commissioner may also do anything which is calculated to facilitate or is conducive or incidental to acquiring and disposing of property (apart from land) but only with the consent of MOPAC under paragraph 4 (2) (b) of Schedule 4 of "the Act".
17. Paragraph 12 of this report confirms the MOPAC's route to market would be to use eligible framework agreements. This will be compliant with the Regulations. The MOPAC Scheme of Delegation and Consent provides a consent to the DMPC approve the tender for contracts of £500,000 or above (although this is effectively a continuation of an existing contract).

Equality Comments

18. A programme level Equality Impact Assessment (EIA) was approved by the Estate Transformation Board in July 2017, agreeing that project level EIAs will be produced locally by user group representatives. A site specific EIA has been undertaken as part of the Detailed Design process which assessed the design as meeting the needs of the operational police and staff working from this building, there are no additional

requirements. All buildings included in the Estate Transformation Implementation Plan will be Equalities Act Compliant.

Real Estate Implications

19. In January 2021 a revised Estate Strategy was presented to and agreed by Management Board which substantiated the need for the BCU Refurbishment Programme to enable the MPS to meet its objectives. The strategy included a full review of officer uplift on the estate, and confirmed the requirement for the 11 sites previously held back. Two of these were approved by PIB in July 2021 and a third, Kensington, is being reported separately. This paper now seeks approval to proceed with the fourth site at Tottenham. Further papers will be presented as the specific requirements for the remaining sites are matured.
20. The design of the building outlined in this paper has been tailored to reflect the latest operational requirements and impact of growth. The site forms part of the basic estate and following refurbishment will provide a higher quality of accommodation and a better working environment for front line policing. This will allow officers to work more efficiently and deliver the benefits of the blended working principles set out in the revised draft estate strategy. They are coherent with the wider reduction in building numbers, and will support the disposals and associated savings identified as part of the overall BCU refurbishment programme.

Environmental Implications

21. Projects must propose an option to ensure they achieve Net Zero Carbon (NZC). Sustainable Design and Construction is an integral part of the MPS' Environment and Sustainability Strategy which, in turn, is aligned to Mayoral priorities for environmental and sustainability management and which more recently has included the formal policy change by the Mayor for London to achieve NZC by 2030. This project will be compliant with the MPS's Sustainable Design Guide and Checklist, and other relevant standards including the MPS's Mechanical Services Employers Requirements (MSER), BMS Design Guide, etc. A number of energy saving measures have been incorporated into the current design and the £610,285 related costs are included in the budget outlined in this report.
22. Further energy saving measures, which contribute to the delivery of Net Zero Carbon (NZC), can be incorporated should additional funding be made available. These options can be split into two elements:
 - Measures that are simple and effective to incorporate, which would reduce carbon consumption and reduce energy costs and which are already planned for in the forward works programme. An additional total cost of £113,800 is required to incorporate these measures, which can be funded via a budget transfer from the Forward works programme budget.
 - Measures that are more complex, or have a long payback period, but would fully decarbonise the site and are not planned for in current budgets. An additional total cost of £2,557,000 is required to incorporate these additional measures.
23. It is recommended that approval is granted for the £113,800 of recommended additional carbon reduction options already planned for in the medium term and for which are funded from the Forward Works budget. If a full NZC building is sought, approval should be granted for an additional £2,477,000 to deliver these measures (the heating system ASHP would be part funded by the allocated budget for the 'like for like' replacement and pump upgrades already in scope). If these NZC options are not approved now they will

be included in the future NZC FBC; should they be approved at that point, grant funding opportunities would be sought to partially fund these initiatives, and therefore the required investment may be reduced further.

24. If the full decarbonisation option is approved, the completion of the project will be delayed, due to the extent of the additional works, the need for planning approval for many of the items and because this site is in a conservation area. In this scenario the new ABE Suite facility planned for this site is likely to be temporarily provided at an ABE Suite in a neighbouring police station until the project is completed at Tottenham.

Privacy

25. Under the requirements of the Surveillance Commissioners Code for CCTV, Data Protection Impact Assessments (DPIA) will be required for any adaptations/amendments undertaken on the Tottenham CCTV system. These assessments are well understood and are part of the contractual delivery of any CCTV works. Currently it is not envisaged there will be any wider issues and this area will be kept under review. The project does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered

Background/supporting papers

None.

Report author: Sarah Thorne, MPS PSD Director, Construction.

Part 2 – This section refers to the details of the Part 2 business case which is NOT SUITABLE for MOPAC Publication.

The Government Security Classification marking for Part 2 is:
OFFICIAL-SENSITIVE

Part 2 of the P11 Tottenham - BCU Building Refurbishment FBC Update Paper is exempt from publication for the following reason:

- Exempt under Article 2(2)(a) of the Elected Local Policing Bodies (Specified Information) Order 2011 (Data Protection Section 43 – Commercial Interests).
- The relevant section under the FOIA that would exempt this information from disclosure is Commercial Interest Section 43

The paper will cease to be exempt at completion of the contract in January 2023.