



MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME

Chadwell Heath Redevelopment FBC

MOPAC Investment Advisory & Monitoring meeting 04 July 2023

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 – SENSITIVE

EXECUTIVE SUMMARY

The MO7 taskforce teams located at Chadwell Heath were originally intended to be included within the scope for the redevelopment of Limehouse. In February 2021 Management Board approved a scope change to retain Chadwell Heath to continue to accommodate the MO7 taskforce teams. IAM approved this change in March 2021.

The OBC, approved at IAM April 2022 - PCD1178 - sought approval to proceed with: Full Design (Stage 3 & 4) services, the Planning Application submission and the appointment of: Project, Cost Management and Technical Support services to progress the Chadwell Heath scheme.

Chadwell Heath is generally in poor condition. Essential improvements proposed in this paper to refurbish and refresh the accommodation in line with current MPS Design Standards include: partial re-roofing, physical and electronic security enhancements, partial window replacement, lighting and controls and some remodelling and redecoration. . The works will make best use of space including some removal of internal walls and will include replacement of building elements. The refurbishment will enhance the existing facilities for MO8 Road & Transport Policing and TSG.

The approved Capital Plan includes an allowance of £6.732m for delivery of this proposal. Construction works are programmed to take place during Financial Years 2023 to 2025. As outlined in the April 2022 OBC (available on request), this investment will deliver qualitative benefits of: increased building utilisation, increased staff satisfaction and more efficient use of officer time. The draft Estate Strategy objectives of investing and enhancing the quality of accommodation will be realised through modernised accommodation that is of good quality and enables effective working. The refurbishment of this building will contribute to the ongoing delivery of these outcomes.

- Chadwell Heath: Chadwell Heath is a planned retention servicing MO7 Taskforce and there is no expectation that the updated estates strategy will affect the location or provision of this service. The proposed investment is essential to providing improved security to the building and improved working conditions for operational front line staff. In addition

very old heating plant is to be replaced with net zero carbon equipment; the zero carbon element of the works is funded by c. £1.0M of external grants which will be withdrawn if this project is not approved to proceed.

This paper includes consideration of the Mayor's Anchor Institutions requirements and an option to ensure delivery of decarbonisation is fully considered.

Recommendations

The Deputy Mayor for Policing and Crime, via the Investment Advisory and Monitoring meeting (IAM), is asked to approve the development of the Chadwell Heath proposals by providing:

1. **Approval** to progress delivery of the works at Chadwell Heath from the approved Capital Programme at a total project cost of £6.732m from the approved Capital Plan Budget of £6.732m. These works include the following project elements:
 - i) **Approval** of delegated authority to the Director of Commercial Services to award a construction contract up to the value of [£3.040m + £497,000 + £445k OB =] £3.982m to undertake works at Chadwell Heath.
 - ii) **Note** award of continued Consultant Services under Lot 2 MPS Consultancy Framework for Project and Cost Management services for stages 5 -7, at a cost up to £120,174 under delegated authority of the Director of Commercial Services
 - iii) **Note** the Director of Commercial Services to instruct further recommended decarbonisation works at a gross cost of £2.888m, of which £1.047m has been awarded as PSDS grant funding as delegated under PCD1268 Public Sector Decarbonisation Scheme – Approval to Invest.

To note: The site currently has a number of Electric Vehicle charging points. There is no funding available to increase the provision within the project budget. The incoming electrical supplies and substation are being upgraded as part of the project to enable the inclusion of additional EV charging under Project Electra in due course.

Time sensitivity

A decision is required from the Deputy Mayor by 19/07/2023, the standard advised earliest available date post-IAM, in order to begin project tasks.

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

Introduction and background

1. Chadwell Heath is a key site for East London Policing which accommodates Met Operations 8, Roads & Transport Policing Command (MO8) and Territorial Support Group (TSG) teams. The accommodation is currently in very poor condition. The OBC, approved at IAM April 2022 - PCD1178 - sought approval to

proceed with: Full Design (Stage 3 & 4) services, the Planning Application submission and the appointment of: Project, Cost Management and Technical Support Services to progress the Chadwell Heath scheme.

Issues for consideration

2. This project will replace the current poor quality accommodation for front line teams with a significantly improved environment to support officers, including providing more attractive and welcoming working space, breakout and informal meeting spaces to enable collaboration and communication, and improved lighting and environmental conditions. The project includes significant improvements in perimeter security to ensure that the facility is safe and secure. The new open-plan working environment will enable improved openness and better management approaches which will support the delivery of Higher Standards, Less Crime and encourage More Trust. The outcome of this project will support improved leadership, enhance the organisational culture and strengthen standards.
3. An allowance in costs is included for 'digital support'. The assessment and proposals have been completed with reference to current MPS Space Standards and Design Guidance. DDAT have been consulted and have supported development of proposals ahead of this FBC submission. The existing locker provision and lockers rooms are of a good standard and are suitable for the building users. The drainage capacity of the building has long been inadequate for the number of building users and the capacity is being increased as part of this project. Works will include the replacement of life-expired plant, essential roofing works, physical and electronic security works: which comply with current MPS Security Standards, and a general redecoration and refresh. Plant replacement will be selected for maximum efficiency and sustainability to support the Met ambitions towards Net Zero Carbon (NZC). This paper provides recommendation to IAM for the refurbishment of the Chadwell Heath site and funding approval is sought to award a Contract of Services from the compliant Met Police Framework. Detailed design and pre-construction services, including competitive tendering, have been undertaken.

Contributes to the MOPAC Police & Crime Plan 2022-25¹

4. The Mayor wants London both to be a safer city and for Londoners to feel safer. To deliver this vision the Police and Crime Plan sets out some key areas for action which include: Reducing and preventing violence; Increasing trust and confidence; Better supporting victims.
5. The MPS teams at Chadwell Heath support various units whose work is critical to keeping all Londoners safe. The redevelopment, including the installation of the proposed works and significant improvements to perimeter security will help ensure staff, operational data, property, site assets and equipment continue to be kept safe.

Financial, Commercial and Procurement Comments

¹ [Police and crime plan: a safer city for all Londoners | London City Hall](#)

6. The total investment required at OBC stage for Chadwell Heath equated to £4.8m (plus 25% OB and recommended estimated decarbonisation options = £6.7m). The updated investment required at FBC stage for Chadwell Heath equates to £4,446,571 (plus 10% OB = £444,657). Approval is required that the recommended decarbonisation options are progressed at an estimated cost of £2.888m, £1.047m of which has been awarded as PSDS grant funding as delegated under PCD1268 Public Sector Decarbonisation Scheme – Approval to Invest.
7. The approved option meets operational requirements and improves the overall carbon efficiency position, producing a reduction in Co2 emissions by operating from a more efficient estate. It also offers further options to contribute to meeting future Net Zero Carbon targets. The refurbishment of Chadwell Heath is part of the draft Estate Strategy. It will provide some additional capacity to accommodate the officer uplift and further provides the MPS with improved working environment including breakout and informal meeting space. The refurbishment will improve the Resilience, Quality, Security and Working Environment of the facilities to the benefit of operational teams based at Chadwell Heath. The refurbishment will be carried out in line with MPS Design Standard and Sustainability Guidance to help deliver the MPS's agreed approach to supporting the Mayor's drive towards Net Zero Carbon.
8. The commercial agreements required to deliver this project will be procured and awarded in full compliance with the Public Contracts Regulations (PCR) 2015 and MOPAC Scheme of Delegation. Framework suppliers have been invited to submit competitive bids to deliver the scope of services required. The relevant MOPAC approved compliant frameworks that have been used to procure the suppliers needed for this project are:
 - MPS Building Works Framework – 2022- 2026 (construction works up to £5m); and
 - MPS Professional Services Framework 2022- 2026 (design services for all project values)
9. Compliant call-off procedures have been undertaken to appoint a design consultant and independent project/cost management consultant so as to progress the scheme through the early detailed design phase (RIBA Work Stages 3 and 4) and this report requests further approval of Project and Cost Management consultancy services for stages 5 – 7. A compliant tender exercise has been undertaken for the main construction works packages utilising the MPS Building Works Framework. Competitive bids have been received and are well within projected costs. Subject to approval to proceed, the NZC packages will be tendered with the successful contractor on an open book basis and incorporated into the main construction contract and subsequent programming of works as either a provisional sum or variation. This FBC report requests authority is delegated to the Director of Commercial Services to award the final agreed construction contract.
10. The scope and terms of the original contract for construction works provides for the option of further decarbonisation works at a net cost of £1.840m and, as such, modification on this basis will be compliant with regulation 72(1)(a) of the Public

Contracts Regulations 2015. The overall nature of the contract would not be altered as a result.

11. **London Anchor Institutions' Charter**². As part of their appointment onto the MPS frameworks, the delivery partners have committed to take specific actions to address the objectives of the LAIC. 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. The contracts will encourage the use of London supply chain specific initiatives including: apprenticeship levies; adherence to modern slavery and London Living Wage obligations; social value impact opportunities.

Legal Comments

12. The Mayor's Office for Policing and Crime ("MOPAC") is a contracting authority as defined in the Public Contracts Regulations 2015 ("the Regulations"). All awards of, and modifications to, public contracts for goods and/or services valued at £213,477 or above shall be procured in accordance with the Regulations. All awards of, and modifications to, public contracts for works valued at £5,336,937 or above shall be procured in accordance with the Regulations. This report confirms the requested services and works will be procured compliantly and lawfully.
13. Regulation 72 permits MOPAC to modify a contract in limited circumstances. Specifically, regulation 72(1)(a) provides MOPAC may modify a contract where:
(a) where the modifications, irrespective of their monetary value, have been provided for in the initial procurement documents in clear, precise and unequivocal review clauses, which may include price revision clauses or options, provided that such clauses— (i) state the scope and nature of possible modifications or options as well as the conditions under which they may be used, and (ii) do not provide for modifications or options that would alter the overall nature of the contract or the framework agreement;
This report confirms the above is met.
14. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") has delegated authority to approve:
 1. Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
 2. All requests to go out to tender for contracts of £500,000 or above, or where there is a particular public interest (paragraph 4.13).
15. Paragraphs 7.23 and 7.24 of the Scheme provide respectively that the Director of Strategic Procurement has consent for the approval of the award and variation of all contracts, with the exception of those called in through the agreed call in procedure. Paragraph 4.14 of the Scheme provides the DMPC reserves the right to call in any MPS proposal to award a contract for £500,000 or above and

² <https://www.london.gov.uk/coronavirus/londons-recovery-coronavirus-crisis/anchor-institutions-charter>

all variations and extensions to contracts with an original value of £500,000 or above.

Equality Comments

16. A programme level Equality Impact Assessment (EIA) was approved by the Estate Transformation Board in July 2017, which confirmed that project level EIAs are to be produced locally by user group representatives. A site specific EIA for Chadwell Heath has been undertaken as part of the Detailed Design process. All buildings included in the Estate Transformation Implementation Plan will be Equalities Act Compliant. Accommodation will be provided which complies with Part M of the Building Regulations ("Access to and use of buildings – Volume 2 – Buildings other than dwellings") and the Equalities Act where it is applicable. There are no foreseen negative Equality or Diversity implications arising from these additional works. The programme level Equality Impact Assessment (EIA) will be amended to include the additional scope as will the site specific EIAs as part of the Detailed Design process. All Framework Consultants and Contractors have been evaluated at Framework tender stage for acceptable Equality and Diversity statements, as well as their ability to meet the MPS requirements under the Equality Act 2010 as a supplier to MOPAC.

Privacy Comments

17. The MPS is subject to the requirements and conditions placed on it as a 'State' body to comply with the European Convention of Human Rights and the Data Protection Act (DPA) 2018. Both legislative requirements place an obligation on the MPS to process personal data fairly and lawfully in order to safeguard the rights and freedoms of individuals.

Under Article 35 of the General Data Protection Regulation (GDPR) and Section 57 of the DPA 2018, Data Protection Impact Assessments (DPIA) become mandatory for organisations with technologies and processes that are likely to result in a high risk to the rights of the data subjects.

The Information Assurance and Information Rights units within MPS will be consulted at all stages to ensure the project meets its compliance requirements.

GDPR and data implications – Chadwell Heath: The project does not use personally identifiable data of members of the public, so there are no GDPR issues to be considered. We will review the existing Data Protection Impact Assessments (DPIA) for the camera systems at Chadwell Heath as part of the project, updating them as necessary.

Real Estate Implications

18. This is a Property Services Directorate authored and owned proposal. Real Estate implications are outlined throughout the proposal.

Environmental Implications

19. Opportunities for environmental benefits and associated costs savings have been

considered wherever possible. This Project proposes an option to decarbonise the building and introduce energy efficiency measures. 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 which has more recently included the formal policy change by the Mayor for London to achieve NZC by 2030. This Project will comply with the MPS Sustainable Design Guide (SDG) aligned to the Mayor's London Environment Strategy, and contribute where possible to the 'Net Zero Carbon' target, with consideration of the introduction of Decarbonised Solutions. There are measures considered and costed in the existing proposals, as included in the current MPS Sustainable Design Guide and there are additional measures that have been considered as part of the scheme. The related costs are outlined in summary, above.

Background/supporting papers

20. NONE

Report author: Max Radford, Programme Delivery Lead, PSD - RED.

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 [OPERATIONAL]

Part 2 of Chadwell Heath Redevelopment, FBC as part of Programme 11
Transforming the Estate is exempt from publication for the following reasons:

- Exempt under Article 2(2)(c) of the Elected Local Policing Bodies (Specified Information) Order 2011
- The relevant section under the FOIA that would exempt this information from disclosure is Law Enforcement - Section 31 (1).

The paper will continue to be exempt unless, on review, non-publishable sensitive data is redacted. To be reviewed no earlier than 1st August 2028.