

**Forest Gate-Uplands Replacement Update paper****MOPAC Investment Advisory & Monitoring meeting 13 January 2025****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 – COMMERCIAL*****EXECUTIVE SUMMARY***

The Forest Gate BCU Refurbishment FBC Update Paper was approved by DMPC (PCD1670) in June 2024. The paper approved the refurbishment of Forest Gate following the destruction of the building by fire on 6 March 2024, subject to maximum caps on spend both for MOPAC and insurer funded works.

This report provides an update on progress of the Forest Gate scheme and recommends Decisions for DMPC for the purchase and development of the adjacent site, and for other works needed to fully support Emergency Response and operational policing across the North East BCU, including:

- the provision of a new Neighbourhood Policing Team (NPT) base to replace that currently operating from the Uplands Patrol Base;
- the disposal of Stratford Police Station (which is in very poor condition and will no longer be required); and
- the progression of work at Chingford Police Station.

Recommendations

MOPAC is requested to note and approve the following:

Forest Gate PS

1. **Approve** the purchase of the adjoining land to Forest Gate PS for development, at a total cost of up to £ 3.700m (an agreed price of £3.500m for land purchase costs and £0.200 for stamp duty).
2. **Note that** the approval to purchase the land must be received from DMPC by 14 February 2025 to enable completion of the purchase before the legal option for MOPAC to acquire lapses.
3. **Approve** the appointment of a design and build contractor to construct the new operational building for the NE BCU on the acquired land, at a total project cost of up to £19.530m (including £2.210m of OB and the costs identified at (4) and (5) below).
4. **Note the approval** under the Scheme of Delegation to the Director of Commercial Services for the procurement and award of professional services, including Project

Management, Cost Management and Specialist Technical Support Services at a cost of up to £500k (included within (3) above). These appointments will use the existing approved MOPAC framework for the provision of professional services.

5. **Note the approval** under the Scheme of Delegation to the Director of Commercial Services for the procurement and award of a design & build pre-construction services agreement (PCSA) of up to £500k (included within (3) above) for enabling works to facilitate the development of all required designs. This appointment is recommended to be awarded to the appointed Design & Build Contractor for the Forest Gate reinstatement works. This further award to the same contractor would be subject to a compliant Direct Award appointment via the MOPAC approved Southern Construction Framework, and subsequent to negotiation of competitive costs for the proposed new scheme based on the competitively tendered Forest Gate reinstatement works.

Sale of Stratford Police Station

6. **Approve** the sale of Stratford Police Station (noting that Stratford is a potential disposal in the current draft estates strategy, provided its functions can be incorporated into an alternative improved building), and **approve** that the proceeds of the sale are to be used to support the above investment at Forest Gate.

Provision of a new NPT Base in Waltham Forest

7. **Approve work to progress** the identification and leasing of a new NPT base in Waltham Forest (to replace that currently operating from Uplands Patrol Base) and the granting of delegated authority to the Director of Commercial Services to award a construction works contract to the appointed contractor upon receipt of a lump sum price, subject to a maximum total project cost of £0.830m, funded from the DWO budget within the approved Capital Plan. This appointment will use an approved MOPAC framework for construction works.
8. **Approve the allocation of a budget of £0.075m/year** of revenue to operate the Waltham Forest NPT bases, funded from the revenue savings realised by the closure of the Uplands Patrol Base.
9. **Note the approval** under the Scheme of Delegation to the Director of Commercial Services for the procurement and award of professional services, including Project Management, Cost Management and Specialist Technical Support Services at a cost of up to £0.100m (included in the costs at (7) above). These appointments will use the existing approved MOPAC framework for the provision of professional services.

Chingford PS – Refurbishment Works

10. **Approve** the granting of delegated authority to the Director of Commercial Services to award a (design & build) pre-construction services agreement (PCSA) of up to £0.300m for design and enabling works to facilitate the development of all required designs. This appointment will use an approved compliant framework for construction works.
11. **Note the approval** under the Scheme of Delegation to the Director of Commercial Services for the procurement and award of professional services, including Project Management, Cost Management and Specialist Technical Support Services at a cost of up to £0.300m. These appointments will use the existing approved MOPAC framework for the provision of professional services.
12. **Approve** the granting of delegated authority to the Director of Commercial Services to award the construction works contract to appoint a Design & Build contractor upon receipt

of a lump sum price, subject to a maximum total project cost of £6.800m including the costs identified at (10) and (11) above and allocated from the BCU funding within the Capital Plan. This appointment will use an approved MOPAC framework for construction works.

Time sensitivity

As per paragraph 8 below, it is essential that, if the land is to be secured, the formal, signed approval to acquire is reached by 14 February 2025. Therefore, IAM approval during January 2025 to allow a signed approval by DMPC to be received by this date.

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

Introduction and background

1. The Forest Gate BCU Refurbishment FBC Update Paper was approved by DMPC (PCD1670) in June 2024. The paper approved the refurbishment of Forest Gate following the destruction of the building by fire on 6 March 2024, subject to maximum caps on spend both for MOPAC and insurer funded works.
2. The paper also highlighted the link between Forest Gate PS and the opportunity to replace the Uplands Patrol base. PSD has for over 3 years been seeking to find a suitable long-term base to accommodate the North East BCU Emergency Response Policing Team (ERPT). This is needed due to the expiry of the lease in 2027 of the current Patrol Base at Uplands. Despite extensive and repeated searches, no suitable and affordable alternative sites have been found, with sufficient length of tenure to support the long term provision of this essential service. Therefore, there is a significant risk, if a suitable alternative cannot be identified, that ERPT in the NE BCU will not be able to function effectively from mid-2027.
3. The approved Forest Gate BCU paper reported the opportunity to purchase a site immediately adjacent to Forest Gate PS, which would resolve the risks to the ERPT provision.
4. This report provides an update on progress of the Forest Gate scheme and recommends Decisions for DMPC for the purchase and development of the adjacent site, and for other works needed to fully support Emergency Response and operational policing across the North East BCU, including:
 - the provision of a new Neighbourhood Policing Team (NPT) base to replace that currently operating from the Uplands Patrol Base;
 - the disposal of Stratford Police Station (which is in very poor condition and will no longer be required); and
 - the progression of work at Chingford Police Station.

Issues for consideration

5. The Emergency Response Policing Teams (ERPT) across the NE BCU are currently paraded from two main buildings:-

- Uplands Patrol Base – London Borough of Waltham Forest
- Forest Gate Police Station – London Borough of Newham

This arrangement will change in the future model so that the ERPT will parade from:

- Chingford Police Station – London Borough of Waltham Forest
- the new Forest Gate Police Station Annexe – London Borough of Newham

6. The Uplands Patrol base site is leased and the landlord is actively progressing redevelopment plans for the site. The landlord has confirmed that our lease will not be renewed on expiry in December 2027. For the past 3 years, PSD has been seeking to find a suitable long term base for the ERPT, ideally in the same location. However, despite extensive and repeated searches, no suitable sites have been found with sufficient length of tenure to support the long term provision of this essential service. Therefore, there is a significant risk that ERPT in the NE BCU will not be able to function effectively from mid-2027. Agents acting on behalf of the MPS/MOPAC have been instructed to undertake searches and monitor the market for suitable sites to replace Uplands Patrol Base. The search has focused on land of 1-2 acres or buildings of 10,000 – 50,000 sq. ft. within the London Borough of Waltham Forest. The search has identified very few possible sites, compounded by pressure on commercial/industrial land for residential development.
7. Of the three sites identified, Unit 6-8 Forest Trading Estate is the only option for a standalone replacement for Uplands Patrol Base. However, the lease length offered of 12.5 years presents significant risk to operational delivery from the site in the medium to long term. As the Landlord initially only wished to offer a 10 year lease outside the Landlords & Tenants Act, and given the ongoing redevelopment of this part of London and the age of the building concerned, it appears highly likely that the landlord will wish to redevelop the site at the expiry of the lease, meaning that an alternative site would need to be acquired and fitted out before lease expiry.
8. As reported in PCD 1670, immediately to the south-west of the Forest Gate Police Station is a parcel of undeveloped land of c. 0.24 acres positioned behind the Police Station. Negotiations with the landowner have resulted in an agreement in principle, to sell the site to MOPAC for £3.5m. MOPAC's property advisors, Knight Frank, consider that this is a fair value for the site. Heads of Terms have now been agreed, allowing acquisition of the site subject to Investment Portfolio Group (IPG) and MOPAC approval of the decisions in this paper. MPS have agreed a short term lease for the site, running to 31 March 2025, which includes an exclusive right to purchase the site, provided the option to purchase is confirmed by 28 February 2025. The option requires the purchase to be completed within 20 days of its execution. The lease payment of £87,500 is deducted from the purchase price should the option be exercised. Therefore it is essential that, if the land is secured, the formal, signed approval to acquire is reached by 14 February 2025. Therefore, IAM approval is required during January 2025.
9. If the option is not exercised by 28 February 2025, the lease payment will be forfeited and the land owner will be free to approach other vendors or to progress with alternative development plans. This will put at risk the ongoing provision of the ERPT service, resulting in significant additional costs for MOPAC and will risk an alternative development (likely to be either hotel or residential) immediately adjacent to the Forest Gate Police Station, with consequential risks to security and ongoing operations should noise or nuisance complaints be raised by occupants of the redeveloped site.
10. Acquiring the available undeveloped parcel will provide additional development and parking space which could provide an alternative location for the ERPT teams serving the

south of the BCU. Additional works would be required at Chingford to provide ERPT space there to cover Waltham Forest. A small NPT base will also be required in Waltham Forest centre to serve neighbourhood policing and town centre teams. Whilst the BCU would prefer a single location for the ERPT base, ideally in the centre of the BCU, the BCU considers that splitting the ERPT across the two Boroughs as described above would provide an acceptable solution to the long-term location challenge.

Contributes to the MOPAC Police & Crime Plan 2022-25¹

11. 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. The MPS staff within the Emergency Response and operational policing teams working across the North East BCU deliver work which is critical to keeping Londoners safe. Approval of the requests within this paper will support operational front line policing in the NE BCU.

Financial, Commercial and Procurement Comments

12. The works at Forest Gate are progressing in line with the approved June update report; the first phase strip out is complete and the stage 2 designs are also complete and signed off. A Design and Build contractor has been appointed and has taken over responsibility for the safety management of the site, for enabling works and for the development of the design proposals. The later design stages remain on programme to be completed and signed off by the end of November 2024. Current cost estimates indicate that the project remains within the approved budget envelope. A full cost report will be available in December 2024. The main works to Forest Gate Police Station are proposed to commence on site in February 2025 with completion 38 weeks later in December 2025. Internal occupation is proposed to commence from Jan 2026. These dates will continue to be monitored as works progress. Regular meetings are being held with MPS insurance advisors and the insurer's loss adjuster to manage the claim process and to ensure a transparent approach to recovery of MOPAC's losses.
13. The purchase of the land at Forest Gate is considerably cheaper in both capital and revenue terms than leasing the site at Forest Trading Estate in Waltham Forest. It also provides a long-term solution to accommodate the ERPT. It is therefore recommended that this solution is adopted. The current project capital estimated costs of £27.160m to purchase the land adjacent to Forest Gate Police Station and to deliver the annex building, as well as to refurbish Chingford Police Station and the required new NPT base in Waltham Forest.
14. The proposed scheme is affordable within approved budgets but requires the sale proceeds realised through the closure and disposal of Stratford to part-fund the project. It should be noted that the refurbishment of Stratford does not currently have funding and therefore, if it is retained, an investment of c£9m would need to be found. It also uses £2.862m of the remaining balance of funds in the BCU Programme, leaving a remaining balance of funds in the approved programme budget of £2.941m. It is not anticipated that there will be any increase to the Revenue budget. The current costs for Uplands will cover any additional revenue costs arising from the increase in building size at Forest Gate and the provision of the new NPT site at Waltham Forest. Upon project completion any net savings position will be assessed and reported.
15. The commercial agreements required to deliver this project will be procured and awarded

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

in full compliance with the Public Contracts Regulations (PCR) 2015 and MOPAC Scheme of Delegation.

16. The Decisions recommended for approval by MOPAC are supported by Commercial Services, and it is confirmed that the award of contracts as set out in Decisions Required Recommendations for Forest Gate (1-5), Waltham Forest (7 -9) and Chingford (10 – 12), will be through MOPAC approved frameworks following compliant call-off procedures and in accordance with PCR 2015.
17. The relevant MOPAC approved compliant frameworks that will be used to procure the suppliers needed for this project are:
 - Southern Construction Framework (Design and Build construction services and works);
 - MPS Building Works Framework 2022- 2026 (construction works up to £10m); and
 - MPS Professional Services Framework 2022- 2026 (design services for all project values)
18. 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.
19. The Southern Construction Framework offers a direct award process for MOPAC to access all its suppliers where there is a demonstrable advantage for the contracting authority to award their project to a particular supplier. SCF offers mini-competition or direct award options- the direct award option does not remove PCR 2015 obligations to award to the Most Economically Advantageous Tender (MEAT).
20. Direct Award should only be used where there is a demonstrable advantage (justifiable as the MEAT) for the contracting authority to award their project to a particular supplier, for example:
 - Continuity from another site (in terms of the onsite presence and design capability of the appointed Forest Gate reinstatement contractor appointed via the SCF via mini-competition)
 - Accessing Exclusive Service / Rights (in terms of a CTC/SC vetted supply chain)
 - Urgency (high threshold to justify but legitimate in view of the stated operational need to secure new accommodation in the Forest Gate/ NE BCU)

Key benefits of a Direct Award can include:

- Programme benefits
 - Cost benefits
 - Quality and Design benefits
 - Business Continuity benefits
 - Resource benefits
 - Communication benefits
21. Responsible Procurement: All relevant Cabinet Office Public Procurement Note (PPN) mandates in relation to responsible procurement will be considered, namely PPN 06/21 which relates to Carbon Reduction Plans in the procurement of major government

contracts value over £5m. PPN 06/20 (Social Value) will also be considered in new call-off contract awards, which was a key consideration when the Met frameworks were procured and awarded.

Legal Comments

22. 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 public contracts for goods and/or services valued at £214,904 or above shall be procured in accordance with the Regulations. All awards of Public contracts for works valued at £5,372,609 or above shall be procured in accordance with the Regulations. This Report confirms the requested services and works shall be procured compliantly.

23. Decisions Required - Recommendations 1 and 6 can be lawfully approved on the basis that MOPAC may acquire and dispose of property including land where it facilitates or is conducive to the exercise of its functions pursuant to Schedule 3, para 7(2)(b), Police Reform and Social Responsibility Act 2011.

Schedule 3, para 7 PRSA 2011

(1) The Mayor's Office for Policing and Crime may do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the Office.

(2) That includes—

(b) acquiring and disposing of property (including land);

24. The approval of a business case to acquire freeholds requires consent of MOPAC under paragraph 4.16 of the Scheme of Delegation and to dispose of properties valued above £1M requires MOPAC consent under paragraph 4.17.

25. Recommendations 3, 7 and 12 can be lawfully approved on the basis that the contracts will be awarded through valid commercial agreements and / or framework agreements which are a compliant route to market.

26. The MOPAC Scheme of Delegation and Consent provides the Deputy Mayor for Policing and Crime ("DMPC") has delegated authority to approve:

- Business cases for revenue or capital expenditure of £500,000 and above (paragraph 4.8); and
- 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). Paragraph 7.23 of the Scheme provides that the Director of Strategic Procurement has consent for the approval of the award 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.
- MOPAC has the power to acquire property (including land) under paragraph 7(2) (b) of Schedule 3 of the Police Reform and Social Responsibility Act 2011 ("the Act"). Under paragraph 4.16 of the MOPAC Scheme of Delegation and Consent the DMPC has reserved to herself the function of approving the purchase of freehold properties.

Equality Comments

27. 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 has been undertaken

as part of the Detailed Design process. All buildings included in the Estate Transformation Implementation Plan will be Equalities Act Compliant.

28. 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.
29. There are no foreseen negative Equality or Diversity implications arising from these additional works.
30. 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.

London Anchor Institutions' Charter².

31. The Met 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
32. As part of their appointment onto the Met frameworks, the delivery partners the Met will use to deliver this programme 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. 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.

Privacy Comments

33. 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 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.

Real Estate Implications

34. This a property services directorate owned business case. There are real estate implications outlined throughout the report.

Environmental Implications

35. Projects of this scale are required to comply with the MPS Sustainable Design Guide (SDG) such that opportunities for environmental benefits and associated costs savings are considered wherever possible. Opportunities for environmental benefits and associated costs savings have been considered wherever possible. This Project includes for both Forest Gate and Chingford to have a decarbonised heating solution, funded under the PSDS Stage 3B grant application, making them both net zero carbon. The costs for this element of the works are proportionate and give VfM, the PSDS grant will ensure capital plan funds are focussed on the Met's asset improvement.

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

36. 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. Measures considered and costed in the existing proposals, as included in the current MPS Sustainable Design Guide include:
- Photovoltaic panels to provide renewable electricity
 - Window replacement
 - Low energy lighting
 - Boiler and pump replacement
 - Lighting and Energy efficient controls
37. Additional Measures that could be included as part of the scheme will be identified and costed during the Detailed and Technical design process and an option presented to further achieve NZC aspirations. These considerations for the introduction of decarbonised solutions could include:
- Wind Turbines,
 - Enhanced Solar Film/Glass
 - Cavity Wall Insulation
 - Further Solar Thermal measures
 - Solar Energy Storage to provide renewable electricity
 - Night Time Cooling.
 - Other emerging technologies and innovations

Background/supporting papers

38. None

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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 [COMMERCIAL]

Part 2 Forest Gate-Uplands Replacement Update paper as part of Programme 11 Transforming the Estate is exempt from publication for the following reasons:

- 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 continue to be exempt unless, on review, non-publishable sensitive data is redacted. To be reviewed no earlier than 27 January 2028