

REQUEST FOR DMPC DECISION – DMPCD 2016 006**Title: Redevelopment of Hammersmith Police Station****Executive Summary:**

This paper provides an update on the redevelopment work to date and proposes the redevelopment of the site at a maximum cost of £59.86m.

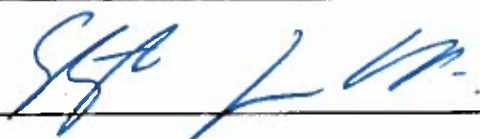
Recommendation That The DMPC is asked to:

1. Note progress to date to redevelop the Hammersmith site for future operational use and support proposals to redevelop the site as part of the 2020 Estate Model to provide borough based and specialist operational facilities;
2. Approve expenditure to redevelop the site to deliver a new building to provide 10,880 square metres of accommodation up to a value of £59.86m including contingency, and the reallocation of funding from re-profiling the Estate Transformation Programme;
3. Note that on completion of the works Shepherd's Bush police station will be surplus to operational needs and can be released for disposal. Forecast receipts have been built into the Capital Programme in 2018/19;
4. Note that teams located at ESB and adjacent boroughs will be accommodated at the new building and that Mounted Branch facilities will support further rationalisation of sites in support of Specialist Crime Operations' requirements;
5. Approve the procurement of necessary pre-construction Project Management/Employer's Agent/Cost Consultancy Services through appointment of consultants using the MPS Professional Services Framework
6. Approve the procurement initiation and appointment of a main contractor through the Southern Construction Framework
7. Delegate contract award for the design and construction services to the Director of Strategic Procurement

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**

18/2/2016

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

Introduction and background

1. The MOPAC Estate Strategy 2013/16 has a strategic objective to provide a more efficient and higher quality estate with significantly lower running costs.
2. Hammersmith Police Station is considered a core operational site that will be retained on the longer term but will require significant investment as part of the Estate Transformation Programme.
3. The proposed redevelopment will provide 10,910 Gross Internal Area over six storeys which will accommodate a 30 cell custody suite, front counter facilities, deployment facilities and associated welfare facilities, catering provision, mounted branch facilities providing 18 loose boxes and 80 vehicle parking spaces.

Issues for consideration

4. During the period of the redevelopment programme of approximately 2 years the existing site will not be capable of supporting any activity including provision of the front counter service. Plans have been developed for borough teams to be re-located, front counter facilities will be located elsewhere temporarily and custody operations will take place of borough.

Financial Comments

5. The 2016/17 Capital Programme includes a provision of £40.3m; the additional investment of £19.6m will be met by the re-profiling of alternative estates transformation projects.
6. The temporary relocation of costs of £300k will be incurred due to relocating teams; this will be funded by the Major Change Programme Fund.
7. The redevelopment of Hammersmith Police Station, the associated release of Shepherd's Bush Police Station and re-provision of Fulham Front Counter will deliver an estimated reduction in running costs of £400k by 2018/19.

Legal Comments

8. Section 6 of the Police Reform and Social Responsibility Act 2011 provides the MOPAC must secure the maintenance of the MPS and secure that the MPS is efficient and effective.
9. 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 functions of the Office. This includes entering into contracts and other agreements, in addition to acquiring and disposing of property. The MOPAC has the power to dispose of surplus properties under paragraph 7(2) of Schedule 3 of the Act.
10. The Commissioner may also do anything which is calculated to facilitate, or is conducive or incidental to acquiring and disposing of property but only with the consent of MOPAC under paragraph 4 (2) (b) of Schedule 4 of the Act.

Equality Comments

11. Future investment in the core estate will ensure full compliance with the Equalities Act 2010 with regards to the provision of accommodation. Facilities for staff working in all buildings will be enhanced over time as investment is focused on those assets core to operations.
12. The equality and diversity implications for redevelopments are addressed within the Equality Impact Assessment (EIA) for the Corporate Real Estate (CRE) Programme. The CRE EIA considers moves generally and advocates that building specific EIAs are conducted on a case by case basis. The Output Specification addresses equality/diversity including reference to those with caring responsibilities/disability, seeking out guidance from HR in order that issues can be managed locally. The Output Specification also asks questions regarding accessibility in order to feed into design and requirements for specialist kit. Property Services have aligned issues of equality/diversity within existing processes for relocating staff within the MPS Estate.

Background/supporting papers

13. Joint Asset Management Panel paper

Public access to information

Information in this form is subject to the Freedom of Information Act 2000 (FOIA) and other legislation. Part 1 of this form will be made available on the MOPAC website within 1 working day of approval. Any facts/advice/recommendations that should not be made automatically available on request should not be included in Part 1 but instead on the separate Part 2 form. Deferment is only applicable where release before that date would compromise the implementation of the decision being approved.

Is the publication of **this** form to be deferred? NO

If yes, for what reason:

Until what date (if known):

Is there a **part 2** form – YES

If yes, for what reason: Confidential Information

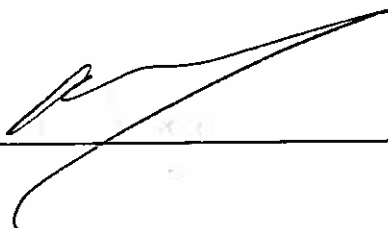
ORIGINATING OFFICER DECLARATION:

	<i>Tick to confirm statement (✓)</i>
Head of Unit: Rebecca Lawrence has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
Legal Advice: The MPS legal team has been consulted on the proposal.	✓
Financial Advice: The Strategic Finance and Resource Management team has been consulted on this proposal.	✓
Equalities Advice: Equality and diversity issues are covered in the body of the report.	✓

OFFICER APPROVAL**Chief Operating 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 18/02/2016

JOINT ASSET MANAGEMENT PANEL 19 JANUARY 2016

RECOMMENDATION FOR THE REDEVELOPMENT OF HAMMERSMITH POLICE STATION

A report by the Director of Property Services on behalf of the Director of Commercial and Finance

SUMMARY

In December 2014, Management Board Investment considered options to redevelop Hammersmith Police Station, noting that enhancement of the site would support future operational proposals, further estates transformation proposals to improve working conditions and support the release of Shepherd's Bush and Fulham. The Board authorised feasibility studies to develop options for Borough and Mounted Branch teams and Met Detention. An update was given to Management Board on the 28 July 2015 on the progress made with regards to design and consultation and funding of up to £40.1m was approved for the works proposed.

Since that date further work has been undertaken to review the requirements of the proposed BCU model, the needs of the HQ estate post 2019 (the lease expiry date for Empress State Building). The timing of the redevelopment also offers the opportunity to provide specialist detention facilities which will support the release of the Paddington Green site, this is subject to the approval of a separate business case in March 2016.

Detailed discussions with the Local Authority have clarified issues regarding design and the opportunities the Local Authority will now support with regards to operational vehicle requirements. This paper provides an update on work to date and proposes the redevelopment of the site at a maximum cost of £59.86m, including a 25% contingency provision and requests authority to allocate this sum to redevelop the site, subject to MOPAC approval to the procurement of necessary construction services.

A. RECOMMENDATIONS - That the Deputy Mayor for Policing and Crime:

- 1. Note the progress to date to redevelop the Hammersmith site for future operational use and support proposals to redevelop the site as part of the 2020 Estate Model to provide Borough based and specialist operational facilities;**
- 2. Approve expenditure to redevelop the site to deliver a new building to provide 10,880 square metres of accommodation up to a value of £59.86m including contingency, and the reallocation of funding from re-profiling the Estate Transformation Programme.**
- 3. Note that on completion of the works, Shepherd's Bush Police Station will be surplus to operational needs and can be released for disposal. Forecast Receipts have been built into the Capital Programme for 2018/19;**

4. Note that teams located at ESB and adjacent Boroughs will be accommodated at the new building, and that Mounted Branch facilities will support further rationalisation of sites in support of Specialist Crime Operations' requirements, and
5. Approve the procurement of necessary pre-construction Project Management/Employer's Agent/Cost Consultancy Services through appointment of consultants using the MPS Professional Services Framework and the procurement initiation and appointment of a main contractor through the Southern Construction Framework (SCF) and delegate contract award for, design and construction services via the SCF to the MPS Director of Strategic Procurement.

B. SUPPORTING INFORMATION

1. The MOPAC/MPS Estate Strategy 2013-2016 has a strategic objective to provide a more efficient and higher quality estate with significantly lower running costs. The Met's ambition is to improve the working environment of the retained estate through a focussed investment programme referred to as an Estate Transformation Plan. The development of this plan is subject to review as part of the emerging Estates Strategy 2016/20 which proposes further rationalisation of the operational estate used by the Met. Hammersmith Police Station is considered a core operational site that will be retained in the longer term, but will require significant investment as part of the Estate Transformation Plan.
2. Operational colleagues confirmed that with appropriate investment, Hammersmith could provide the central base for Borough Based teams and a 30 Cell Met Detention suite in support of centralised cell allocation. Facilities for the horses within the stables no longer meet current welfare standards and improvements are required for the longer term. The upgrade and extension of existing facilities to provide up to 18 loose boxes could enable Mounted Branch to consolidate poor quality stables at Kings Cross Road WC1, reducing management costs through co-location. On this basis, Management Board – Investment considered options to redevelop Hammersmith in December 2014 and approved proposals to undertake a major redevelopment with no basement facilities but extended office accommodation.
3. In July 2015 Management Board were provided with an update on the progress of the feasibility studies, the outcome of discussions with the Local Town Planning teams with regards to the development of a scheme with six storeys of offices to the rear of the site. The proposal presented included a 30 cell custody suite, front counter facilities, deployment facilities and associated welfare facilities, catering provision, mounted branch facilities providing 18 loose boxes and 30 vehicle parking spaces. The scheme proposed a building with a Gross Internal Area of 10,910 square metres. On current staffing numbers the building could accommodate all BOCU staff and a further three floors to provide an additional 330 to 360 desks for MPS use. Proposals were supported at a total budget provision of £40.1m was allocated within the then 2015/16 Capital Programme.

Hammersmith PS - Update on Progress and Emerging Requirements

4. The rationalisation of the HQ Estate, emerging proposals with regards to future HQ requirements within Zone One and the introduction of smarter working practices, led to a review of the requirements for further office provision. The technology changes

proposed under the Digital Policing programmes to enhance the MPS's ability to work in a more mobile manner negates the need for further office facilities. BCU proposals to centralise functions and the planning assumptions of the 2016 - 2020 Estates Strategy to improve working conditions, resulted in reconsideration of welfare facilities, vehicle parking requirements and the provision of flexibility.

5. Considerable focus was given to vehicle parking to analyse present demand and assess future need. A parking and traffic survey has been carried out at Hammersmith, Fulham and Shepherd's Bush Police Stations to assess traffic movement and parking need. Conducted over a 24 hour period on a normal working day, the survey identified an average parking need of 61 spaces and peaked at 96. At present there are 29 vehicle parking spaces at Hammersmith with 43 spaces at Fulham and 31 at Shepherd's Bush, a total of 103. The maximum number of vehicle spaces that can be provided at ground floor level in the redeveloped site was planned at 30.
6. In light of the results of the parking and traffic survey, 30 parking spaces would not be sufficient to meet operational demand if centralised BCU style facilities were to be provided with Mounted Branch teams and Met Detention. Non BOCU operational teams based at the building in the future would almost certainly require access to vehicle parking too.
7. In parallel with these parking and traffic surveys, further pre-application meetings were held with the London Borough of Hammersmith and Fulham Town Planning Officers to identify the Local Authority and Heritage England's requirements for the listed elements of the site. Whilst supportive of investment, the town-planning officers, who will make formal recommendations to the Borough's Town Planning Committee, will require MOPAC/MPS to retain the front block of the site that houses the current front counter. The planners will support substantial demolition of the remainder of the site to enable the site to be reconfigured to maximise use.
8. Planning officers re-iterated their view that consent for a building of up to seven storeys to certain areas of the site would be forthcoming if taller elements are set away from the road frontage and overlooking the tube lines to the rear of the site. The planners confirmed their view that such a design would enhance the appearance of the listed part of the frontage and match adjacent building heights. Precedent has been set with the recent building adjoining the Police Station to the south having this layout, with the building facing the road being a similar height to the Police Station and the building to the rear being far taller.
9. Hammersmith and Fulham operate extremely tight control over the provision of vehicle parking associated with developments. However, understanding the nature of operational teams and the movement towards smarter working practices negating the need for further office provision, they have acknowledged that for operational reasons the site will require significant vehicle parking over and above current provision. Whilst this will be a deviation from local planning policy, the Planning Officers have indicated MOPAC/MPS will need to prove operational need.
10. Taking into account operational requirements and opportunities to create car parking spaces at both basement and ground level planning permission will include a request to provide up to 80 secure car parking spaces.
11. With the timing of the redevelopment opportunity, Property Services have also explored the opportunity to include further facilities to support the release of a site in

Westminster. This is the subject of a separate business case in March 2016. Detail of these requirements can be found in Exempt Appendix Two.

12. It is therefore proposed that the front section of the older Police Station building is retained and extensively refurbished and the existing basement area improved. A new block extending the full width of the site to the rear and a further 3 storey block to the road frontage adjacent to the listed building. This enables a one way route through the site with separate entrance and exit and retains the need to manoeuvre large horse boxes or detainee transport vehicles within the confines of the site. The building design will enable further extension at a later date providing flexibility to develop the site further if required in the future. The new facilities will provide:-

A 30 cell Custody Suite to MPS approved standards for detainee accommodation and process areas; incorporating all technical requirements for Access Control and CCTV observation and those facilities detailed in Exempt Appendix Two.

Up to 18 loose boxes and ancillary facilities designed to the latest MPS standards for efficient stabling and welfare for Mounted Branch.

Circa 250 workstations provided throughout the facility to the latest 'Smarter working template' for all BOCU requirements.

A Catering Facility to support all operational needs.

Locker and Welfare facilities.

Up to 80 secure car parking spaces

13. The financial impacts are as detailed in Exempt Appendix 1. The development of Hammersmith PS can provide modern facilities to support custody/detention and investigative teams, emergency response, neighbourhood policing and roads transport policing teams. Further detail with regards to custody proposals are detailed in Exempt Appendix Two. The new site will enable functions that directly support investigations to be co-located. This will enable quicker access to specialist skills and facilities. Occupied by a number of operational Business Groups, the site will promote closer working and whilst providing a working environment of the size and quality required to support BCU working. Whilst the delivery of mobile technology is expected to further reduce the need in the future for traditional office facilities, enhanced briefing and meeting facilities will be required to accommodate the volume of uniformed officers who will be based at the site. The overall site capacity presents the opportunity to deliver a flexible site that can adapt to the changing operational requirements.

Decant Plans

14. During the period of the redevelopment programme of approximately two years, the existing site will not be capable of supporting any activity, including provision of the front counter service. Plans have been developed by the Borough for teams presently based at Hammersmith to be re-located, this is linked to the vacation of Fulham Police Station due to timing. The proposed accommodation solutions are detailed in Appendix Three.
15. Alternative locations to temporarily transfer custody operations will need to take place off Borough. In order to meet public access commitments the 24/7 front

counter facility at Hammersmith will temporarily be located elsewhere on the Borough. Decant arrangements will fully meet operational requirements and will be in place to allow the construction programme to be met. Where appropriate, co-location of teams to ensure operational cohesion, will be maintained. TP are fully supportive of the proposals relating to Borough requirements.

16. Mounted Branch have confirmed that for this period, staff and horses will be relocated to Imber Court and West Hampstead. Met Detention will allocate custody facilities on Ealing Borough and other adjacent Boroughs.

C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS

Equality and Diversity Impact

17. Future investment in the core estate will ensure full compliance with the Equalities Act 2010 with regards to the provision of accommodation. Facilities for staff working in all buildings will be enhanced over time as investment is focused on those assets core to operations.
18. The equality and diversity implications for redevelopments are addressed within the Equality Impact Assessment for the Corporate Real Estate Programme. The CRE EIA considers moves generally and advocates that building specific EIAs are conducted on a case by case basis. The Output Specification addresses equality / diversity including reference to those with caring responsibilities / disability, seeking out guidance from HR in order that issues can be managed locally. The Output Specification also asks questions regarding accessibility in order to feed into design and requirements for specialist kit (OH Chairs, ICT software, raised desks, etc). PSD have aligned issues of equality / diversity within existing processes for relocating staff within the MPS Estate. This approach has been shared / approved by DCFD.

Financial Implications

Capital

19. The capital programme that formed part of the 2016/17 budget submission approved by Management Board and MOPAC in November 2015 included provision of £40.3M for the redevelopment of Hammersmith. Details of this and the proposed revised funding of £59.86M (including contingency provision) are detailed in Table One below.
20. It is proposed that the additional funding required of £19.6M will be met from the re-profiling of alternative estates transformation projects in 2017/18.

Hammersmith redevelopment	2015/16 £	2016/17 £	2017/18 £	2018/19 £	Total £
Capital provision approved November 2015	434,000	5,481,000	14,085,000	20,307,000	40,307,000
Proposed capital provision	250,000	20,000,000	33,420,000	6,190,000	59,860,000
Change	-184,000	+14,519,000	+19,335,000	-14,117,000	+19,553,000

Revenue Expenditure

21. Should approval be given to proceed with the full development, temporary relocation costs of £300K will be incurred in relocating the teams during the build programme. These one off costs will be funded from the Major Change Programme Fund.
22. Overall the redevelopment of Hammersmith Police Station, the associated release of Shepherd's Bush Police Station and re-provision of Fulham Front Counter will deliver an estimated reduction in running costs of £400K by 2018/19 as set out in the table below.

	Actual costs 2013/14 £	Estimated costs 2018/19 £	Variance
Hammersmith Police Station	1,006,000	1,254,900	+248,900
Fulham Police Station	520,000	120,000	-400,000
Shepherd's Bush Police Station	248,900	0	-248,900
Total	1,774,900	1,374,900	-400,000

Procurement Strategy and Value for Money

23. Improving the utilisation of existing MOPAC facilities is a core strand of the 2013/2016 MOPAC/MPS Estate Strategy and future Estates Transformation Plan under the 2016/2020 Estate Strategy, supporting operational policing needs. The capital value released will support the capital investment within the MPS.
24. The 2016-2020 Estate Strategy is currently being developed with an ambition to further reduce annual revenue costs to £90m pa by 2020/21. This will involve further reducing the number of buildings from 450 to around 100. The recommended

redevelopment enabling the release of two existing buildings and consolidation into one new location reducing running costs and releasing Capital Receipts to fund either Capital Expenditure or reduce long term borrowing, is entirely in line with the future Estate Strategy.

25. The Public Contract Regulations and MOPAC regulations must be complied with for any procurement estimated above the OJEU threshold. The use of the Southern Construction Framework is compliant to MOPAC requirements.
26. MOPAC/MPS will enter into a procurement process utilising the 'develop and construct' procurement route. The works proposed will be competitively tendered to those pre-qualified contractors within the OJEU procured Southern Construction Framework (SCF), formally Improvement Efficiency South East (IESE) framework. The tender competition is over two stages, with the first stage a mini-competition and award of a pre-construction services agreement and commencement of second stage and competitive open book supply chain package procurement exercise, with offer of a fixed price contract sum. Both tender stages maintain competitive tension and can be evidenced as providing best value. The main contractor is initially appointed under a SCF standard pre-construction services agreement to fully design the facilities. The contractor then tenders the works offering a contract sum before formal approval to commence the construction stage under the industry standard (MOPAC amended) JCT form of contract. A Building Information Management (BIM) system will be utilised during the pre and post construction stages in support of Government best practice. The main contractor will take responsibility for the town planning process. An independent Project Management, Cost Management and CDM principal designer and health and safety advisor will be appointed through the MPS Professional Services Framework.
27. The tender process adopted is compliant in terms of EU Directives and UK's Public Contract Regulations, as well as MOPAC Regulations and supports both MOPAC, GLA and Government procurement construction strategy objectives. The new SCF framework builds on a wealth of experience and continues to be based on collaborative two stage open book process, which is recognised as one of the Government Construction Strategy procurement routes. The SCF follows the principles and practice of the previous IESE Framework, as well as the Government Construction Strategy (2011), the Industrial Strategy for Construction (Construction 2025) and guidance for new models of construction procurement; specifically Two Stage Open Book.
28. In the current rising construction market both availability of suitable contractors and cost escalation pose a considerable risk. As a managed construction framework SCF provides certainty of available contractors. The SCF route provides early contractor engagement enabling consultation with the supply chain to de-risk project delivery and manage development risk. The framework enables costs to be competitively tendered and limits the ability for price increases setting clear parameters during the competitive tender stage for overheads, profit, pre-construction fee, construction fee and design and preliminary items (as applicable). The localism and wider social benefits of the SCF framework drive greater SME involvement, and promote the use of apprenticeships, and environmental and sustainability benefits of development projects.
29. The contractors invited to tender are all pre-qualified in terms of capability, capacity, health and safety record, adherence to apprenticeship obligations, supply chain payment obligations and best practice in terms of environmental policies.

30. The MPS Corporate Real Estate (CRE) Programme Board chaired by AC Professionalism provided Governance for projects within the CRE Programme to ensure proposed solutions are aligned to MPS Strategies.

Investment Criteria

Table Two below details the criteria against which the proposed investment has been assessed.

Table Two

Criteria	Minimum score required	Indicative Score	Comments
Business Requirement	3	5	Contributes directly to Met Change. Improved use of space in buildings; investing to save on running costs and releasing value. Investment and proposed contracts contributes directly to the timely and cost effective delivery of the core estate which supports the CRE and Estates Transformation Plan and emerging 2016-2020 Estate Strategy.
Cashable Revenue Saving	1	5	The MOPAC/MPS Estate Strategy 2013/16 confirms the Estate will reduce by 30% in 2016 and expenditure by £59m pa by 2016. This proposal will release capital and reduce revenue running costs by £400k p.a. The full effect to be delivered from 2019.
Return on Investment	4	4	The proposed investment will generate capital receipts in excess of £20m and reduce annual revenue costs by £400k p.a., on the planning assumption that both Fulham and Shepherd's Bush Police Stations will be released. Proposals unlock solutions for Mounted Branch teams in LB Tower Hamlets and LB Camden and support Met detention which will enable further receipts to be generated. Book values are detailed in the exempt appendix.
Total	8	14	
Total exc ROI	4	10	

Legal Implications

31. Section 6 of the Police Reform and Social Responsibility Act 2011 ("the Act") provides the MOPAC must secure the maintenance of the Metropolitan Police Service, and secure that the Metropolitan Police is efficient and effective.
32. 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). The MOPAC has the power to dispose of surplus properties (including land) under paragraph 7 (2) (b) of Schedule 3 of the "the Act".

33. 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".

Consultation undertaken

34. A number of meetings have been held with the Borough Commander and Area Commander. In addition key stakeholders such as Mounted Branch and Met Detention leads have provided information and assistance during the review of redevelopment options.

The Borough Commander has consulted with the leader of the Council and the Property Services team with the Town Planning Team. Subject to approval, formal consultation including preparation of "Statements of Community intent" will be prepared as necessary as the scheme progresses.

The Borough will lead on consultation in regard to the interim 'decant' arrangements for the site, including the temporary relocation of the Front Counter during construction work. Table Three below details the outcome of consultation:

Table Three

Key stakeholder engagement (up to what level)	Supportive / Supportive with concerns / Not supportive / Not affected
Management Board lead Corporate Real Estate (AC Hewitt)/Corporate Real Estate Board	
Property Services (Director)	Supportive
Procurement Services (Director)	Supportive
Business Finance Partner (Director)	Supportive
Directorate Legal Services	Supportive
Diversity Advisor - DCFD	Supportive
Borough Operational Team (Cmdr Burton TP Estate Lead; Cmdr Newcombe – TP Area Lead, BOCU Cmdr Springer)	Supportive

Risk (including Health and Safety) Implications

35. All relevant health and safety legal requirements such as the workplace, health and safety regulations and appropriate MOPAC and MPS standards will be met. Input

has been sought throughout the feasibility stage from the MPS Standards and Audit Team. The construction project if approved will be notifiable to the Health and Safety Executive (HSE) as significant construction projects under the Construction (Design and Management Regulations) 2015. Critical operational functions and infrastructure will need to be relocated in advance of any works to provide continuity of service.

36. Project Risks registers will be developed and managed and maintained within the Procurement and Property team.

Environmental Implications

37. The Major Buildings Estates Strategy proposes a consolidation of the Headquarters Estate through a phased exit of surplus buildings that will lead to a reduction in floor space and increased occupancy in remaining buildings. This, coupled with refurbishment of specific sites and more efficient use of part of the support estate, will generate environmental and sustainability benefits with associated cost reductions as well as adherence to MOPAC/MPS targets in line with Mayoral objectives and legislation (including the Social Value Act 2012).
38. The refurbishment of older sites with poor environmental performance provides the mechanism for improved environmental performance. There will be a one-off increase in waste in the short term associated with the redevelopment of Hammersmith. Waste will be managed in line with the European waste hierarchy and the MPS storage and treatment of waste and recycling toolkit and the building disposals waste checklist. Particular attention will be paid to ensuring all crush materials are managed appropriately to avoid generating hazardous waste or cross-contaminating other materials that may be stored on site. Waste generation during operation is likely to remain broadly similar.
39. All building redevelopments / refurbishments are required to adhere to the MPS' Sustainable Design Guide, which sets out minimum environmental performance standards. These lead to efficiency gains through net reductions in consumption of energy, water and product / material resources and improved recycling of waste that will be managed throughout the design and build stage. These Standards support a whole life cost approach aimed at ensuring capital investment optimises building costs in operation. Additional Standards encourage cultural changes subject to operational requirements to reduce carbon emissions. Reducing the reliance on the use of vehicles and the provision of vehicle parking, increasing the use of public transport and supporting cycling with racks and showers for example will reduce carbon emissions (associated with travel). The strategy will deliver environment and sustainability benefits during subsequent implementation (gateway) stages.
40. Specifically, the flooring and bedding now used prevents the escape of horse waste into the local environment. Detailed design will also consider the requirements for additional storage requirements to enable re-cycling of bedding and forage packaging.
41. Responsible procurement principles are embedded into the procurement process. Recycling items at the end of their life or when no longer required and reusing items in future locations, are encouraged. High recycled content components and sustainable materials are considered wherever practical.
42. Table Four, below details the environmental implications of the proposed scheme highlighting likely impacts and mitigation.

Table Four

Environmental Implications				
	Higher	Lower	No impact	Mitigation/ management of any higher impact
Level of energy use and associated carbon dioxide emissions		X		See paragraph 15 above
Level of water consumption			X	See paragraph 15
Level of waste generation/waste requiring disposal	X			See paragraph 14
Level of travel and transport and associated emissions			X	See paragraph 15
Raw material use and finite resources (use of recycled materials and sustainable alternatives)	X			See paragraph 15

Report author: Jane Bond/Roger Harding - Property Services

Contact: Jane Bond, Director of Property Services, 782307

Abbreviations:

BOCU	Borough Operational Command Unit
CRE	Corporate Real Estate
EIA	Equality Impact Assessment
MOPAC	Mayor's Office for Policing And Crime
MPS	Metropolitan Police Service
NPT	Neighbourhood Policing Team
PSD	Property Services Department
SCF	Southern Construction Framework
GIA	Gross Internal Area
GLA	Greater London Authority
EFA	Education Funding Authority
ESB	Empress State Building
DMC	Directorate of Media and Communications

Background papers:

MPS Investment Board - Redevelopment options for Hammersmith Police Station 22 December 2014

MPS Investment and Resources Board - Update on Redevelopment Options Hammersmith Police Station 28 July 2015

