

MOPAC/MPS

ESTATE STRATEGY **2013-2016**

MAY 2013

MAYOR OF LONDON

OFFICE FOR POLICING AND CRIME



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TOTAL POLICING



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Mayor's Office for Policing And Crime (MOPAC)
May 2013

City Hall
The Queen's Walk
More London
London SE1 2AA

www.london.gov.uk
Enquiries: (020) 7983 4100
Minicom: (020) 7983 4458



FOREWORD

Commissioner of the Metropolitan Police Service

Sir Bernard Hogan-Howe

I want the Met to be the best police service in the world. In order to achieve that we are adapting to changing times and concentrating resources on officers, not out-of-date, underused buildings.

This strategy describes how we will deliver the biggest transformation of the Met's estate in our history. We will get rid of inefficient buildings that are no longer required and the money saved will allow us to invest in new, modern facilities fit for 21st century policing.

We are in a time of considerable challenges for the police service, but this also presents us with new opportunities. Adopting flexible ways of working means we can reduce the number of desks and workstations; whilst providing high quality facilities that match the commitment of our officers and staff.



Modern technologies also mean that we no longer need the same number of buildings. Many people now contact the police by phone, email and online. At the same time, I've guaranteed that we will offer to visit every victim of crime so they don't have to come to us.

Improving the estate and changing the culture of the Met will help us get more officers out on the streets; keep the capital safe, cut crime, cut costs and provide total care for Londoners.

The public want to see more officers on patrol. This strategy will help us to do that by saving money while improving our remaining estate.

Deputy Mayor for Policing and Crime Stephen Greenhalgh

Growth is the engine of economic opportunity and the pathway to helping people out of poverty. London continues to change and expand with the population growing in the east along the Thames Gateway with large regeneration schemes emerging in the south, north and west along the West London Line.

The population changes that have occurred and will occur in the next few decades require a 21st century police estate that meets operational requirements but costs far less to run if the Metropolitan Police Service (MPS) is to meet the 20:20:20 Challenge to cut crime, boost public confidence and cut costs.

As the owners of the MPS estate, the Mayor's Office for Policing And Crime (MOPAC) has a responsibility to ensure that the buildings that police officers and staff work from are fit for purpose and that they help support frontline policing. But with almost 500 buildings costing over £200m a year to run, the present estate is vast and expensive and a drain on finite resources that the public want to see spent on frontline policing.

The estate that we have inherited is largely Victorian together with a couple of expensive PFIs from the previous era. So in these challenging economic times we are making long overdue changes to the police estate in the capital. The reduction and relocation of the HQ estate and the redevelopment plans for Hendon will be critical for yielding big savings and realising capital that can be ploughed back into a modernisation programme.



The reforms to the local policing estate – in line with decisions taken about public access following the consultation on the Mayor's Police and Crime Plan – are all part of making the police more visible, accountable and accessible. The vast majority of properties that will be sold in the next three years as part of this wider strategy have no public access.

Significant improvements and savings have already been made, but there is much further to go to sell under-utilised assets, reduce running costs significantly, and cut management overhead. Combined with investment in new and refurbished buildings, this will facilitate the most radical change we've ever seen to the Met estate.

The principle of this strategy is simple – the police need a smaller, more modern estate that is less costly to run but one that offers better conditions for the staff who work from it, and the public who need to visit it. Such changes will be unprecedented but they are necessary if we are to safeguard frontline policing, focus resources on bobbies not buildings, and deliver the best service to the public.

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EXECUTIVE SUMMARY

ABOUT THE MOPAC ESTATE

The Mayor's Office for Policing And Crime's (MOPAC) estate supports the operations of some 54,000 officers and staff within the Metropolitan Police Service (MPS). As at March 2013 the MPS operated from 955,948 square metres (sq m) of space in a total of 671 properties of which: 400 properties have day-to-day operational activities; 97 properties are no longer required for operational use; and 174 properties are residential.

The estate is characterised by a huge range of different types of properties including police stations, Deployment and Safer Neighbourhood Bases, typical offices for administrative purposes, specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. Within this strategy MOPAC's facilities are grouped into three broad categories: publicly accessible buildings; operational support buildings; and residential accommodation.

CONTEXT

In October 2010 the Metropolitan Police Authority (MPA) and the MPS set out their Estate Strategy 2010-2014. This document refreshes and builds upon that strategy and responds to a number of changes since the publication of it. In particular, this refreshed strategy reflects the changes resulting from the Police Reform and Social

Responsibility Act 2011 which changed the way police forces in England and Wales are governed. This resulted in the transfer of functions in January 2012 from the MPA to MOPAC.

In March 2013, MOPAC published the first London 'Police and Crime Plan 2013-16' which sets out the London Mayor's strategy for tackling crime and making London safer. The plan defines the targets that MOPAC has set for the MPS which is summarised by the 20:20:20 Challenge: reducing key neighbourhood crimes by 20%; boosting public confidence by 20%; and cutting costs by 20% to deliver £500m of savings.

Alongside the London 'Police and Crime Plan', MOPAC and the MPS also published 'Policing and Public Access in London' which sets out the changes that will be made in the local policing estate, with a particular emphasis on the availability and location of Front Counters and Contact Points. The draft 'Police and Crime Plan' and draft Estate Strategy were both subject to extensive public consultation between January and March 2013. 'Policing and Public Access in London' was informed by feedback received throughout the consultation and this revised Estate Strategy reflects the need to deliver MOPAC's wider objectives.

The economic climate has sharpened the focus on how the MPS views its estate needs and the solutions MOPAC provides. The approach of 'doing more for less' is firmly embedded within this updated strategy.

Running costs for the estate have already reduced from £225m per annum as at April 2009 to £200.5m each year by March 2013.

The primary driver for this strategy must be set in the context of providing an estate that meets the operational needs of the MPS which balances both operational and financial targets. It will then drive an implementation plan for the next three years to 2016.

The focus will be to achieve the savings target by taking a corporate real estate approach: reducing the amount of space the MPS occupies; selling buildings that are surplus to requirements or are no longer fit for current and future policing; and reinvesting the capital in smaller, more efficient, modern public-facing facilities.

ESTATE STRATEGY 2013–2016

STRATEGIC OBJECTIVE:

To deliver a more efficient and higher quality estate which meets the operational needs of the MPS and is significantly lower in cost to run.

In financial and space terms, in order to achieve the objectives of the 'Police and Crime Plan' and the 'Policing and Public Access in London' strategy, the MPS will need to:

- Develop the required Front Counter portfolio and create the new Contact Points across London. In addition, raise the profile of public facing properties through consistent standards of signage and corporate 'look and feel'.
- Reduce the total running costs of the MOPAC estate to £140m each year by 2015/16 – a 30% reduction on 2012 costs.
- Reduce the amount of space occupied by up to 300,000 sq m by 2015/16.
- Provide up to 950 modern cells, reducing the cost of the custody estate, and provide suitable facilities to support the reduction in the time it takes for a detainee being taken into custody to be processed.
- Reduce the amount of residential accommodation owned by MOPAC to no more than 200 units whilst working with Residential Providers to offer affordable accommodation to officers and staff close to where they work.

PRINCIPLES

The Commissioner has set a vision for the future of the MPS under the banner of 'Total Policing' which has three key targets: to cut crime; cut costs; and change the culture. This will be achieved through changing the way the MPS works, better use of technology and better communication. The operational changes will result in a more efficient use of less property that is better equipped for the operational needs of current and future policing.

The following principles have guided the development of this strategy:

PUBLIC BUILDINGS

The methods by which people access public services have been transformed in recent years through developments in the internet and mobile telecommunications amongst other technologies. The MPS has recognised the need to enable people to contact the police through a variety of different channels - whether in person, by phone (emergency and non-emergency), by email, through the internet and via social media. As part of the 'Police and Crime Plan', a strategy for public access entitled 'Policing and Public Access in London' has been developed. This Estate Strategy will deliver the objectives of that plan which relate to property.

KEY PRINCIPLES:

- To respond to the needs of the MPS by replacing outdated and underused properties that facilitate an old-style approach to meeting members of the public with a new 'open' approach that supports modern policing and meets the needs of London's diverse communities.
- To provide 33 Front Counters that are open 24/7 and 40 Front Counters with non 24/7 opening hours - staffed by Public Access Officers (PAOs). These buildings will form part of a core portfolio providing a higher quality of accommodation which will be more intensively utilised, releasing space to be used for pan-London activities.
- There are 15 buildings that have been identified within 'Policing and Public Access in London' as not suitable in the long term. During the life of this plan, consideration will be given to moving these services to other buildings in nearby locations.
- In addition, to provide 94 new Contact Points to be opened at regular advertised times staffed by the local Safer Neighbourhood Team. Consideration will be given to further sites in co-located premises with other public service providers.
- To provide the facilities that support a variety of ways for people to communicate with the police making better use of new technologies.
- To continue to create separate access points for custody facilities so a victim of a crime no longer has to enter a police facility through the same door as an alleged perpetrator – and to make more efficient use of the custody estate.

OPERATIONAL SUPPORT BUILDINGS

The MPS has set new standards for the occupation of desks for all its properties that meet, and in many cases exceed, Government targets for efficiency. Pilot analysis has shown that currently over 40% of desks across the MOPAC estate are potentially unoccupied at any one time. These standards, for example, allocate eight workstations to ten people across headquarters and office uses, and four to ten across operational police uses where officers are out in the community for the majority of their shift. Implementing these standards will encourage a modern approach to flexible working and enable the number of buildings within the MOPAC estate to be reduced. The average cost of running 14 desks each year is equivalent to the cost of one police officer – underlining the need to reduce the costs of property to focus resources onto the front line.

KEY PRINCIPLES:

- To apply these new desk and office space standards to make more efficient use of space – focusing resources onto the front line, not buildings. This will include the closure and sale of New Scotland Yard and the refurbishment of the Curtis Green Building to be renamed Scotland Yard.
- To establish a set of core buildings which will provide a higher quality of accommodation which will be used much more intensively.
- Freehold properties will be preferred over leasehold in order to reduce direct revenue costs of running the estate and to enable greater flexibility in the long term.

- To provide modern training facilities in a variety of locations so police officers and staff can train closer to their place of work, freeing up space in some existing facilities.
- To release buildings that are out-of-date, in the wrong place, or which otherwise no longer support the needs of current and future policing.

RESIDENTIAL ACCOMMODATION

It is not MOPAC's core business to provide housing for MPS officers and staff, although a small amount is required for operational and welfare needs. Currently, it has a total of 174 properties which provide 831 residential units (a unit is an individual house or a flat/room in a block of flats or section house). However, MOPAC recognises the need to help officers and staff to find suitable housing, preferably close to where they work, and it will work with providers of affordable housing to achieve this.

KEY PRINCIPLES:

- To release for sale all but a core number of properties in order to reduce the number of residential units from 831 to up to 200; these will be retained to support short term operational requirements.
- To work with Registered Providers to establish links to provide police officers and staff with options for affordable housing close to their place of work, should they need it.

.01

INTRODUCTION

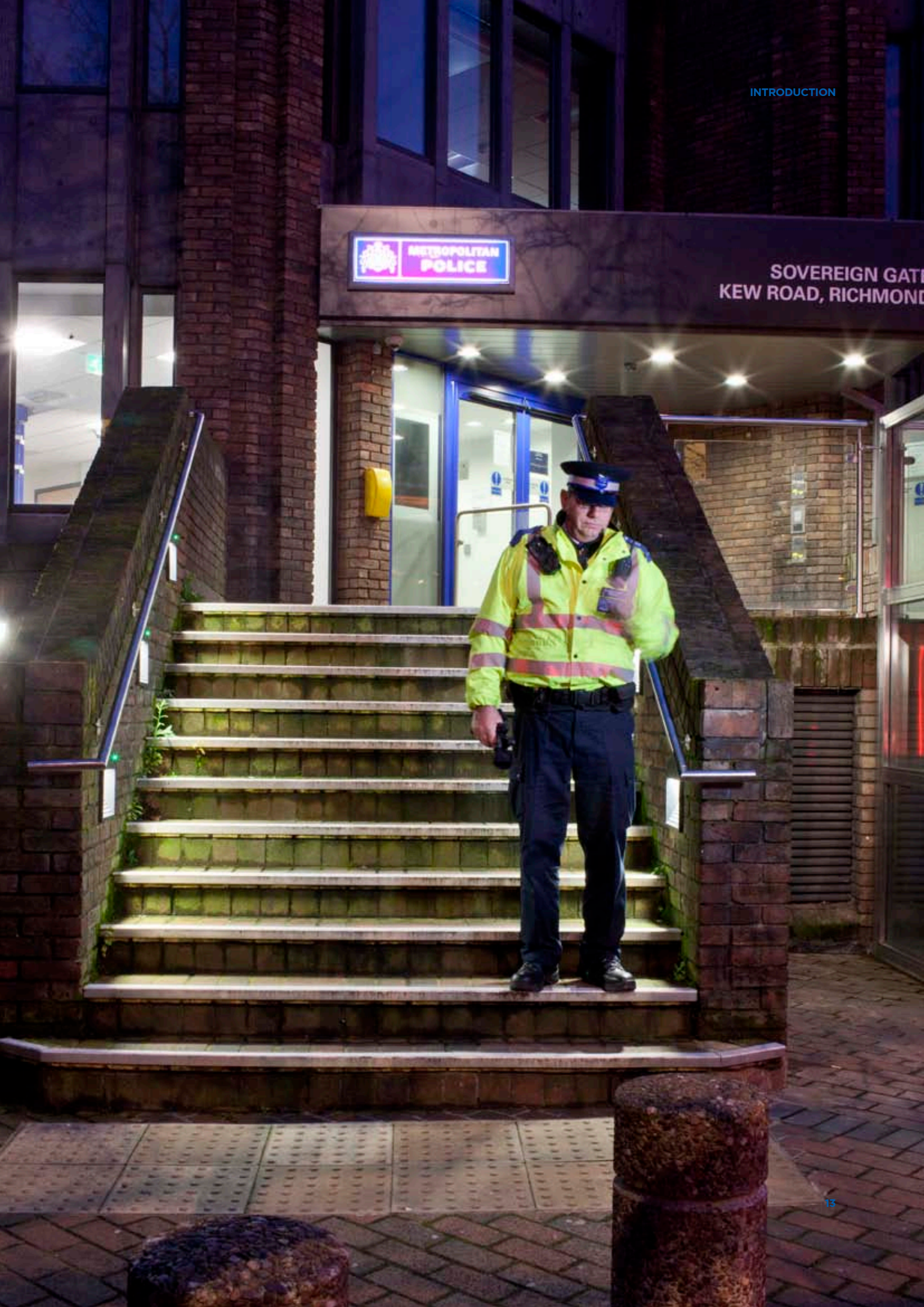
In 2009 the Metropolitan Police Authority (MPA) and the Metropolitan Police Service (MPS) set out their Estate Strategy 2010 - 2014. This supplemental document refreshes and builds on that strategy. It reflects the changes following the Police Reform and Social Responsibility Act 2011, the creation of the Mayor's Office for Policing And Crime (MOPAC) and transfer of powers from the MPA in January 2012.

In March 2013, MOPAC published the first London 'Police and Crime Plan' which sets out the Mayor's strategy to 2016 for tackling crime and making London safer. The plan defines the targets that MOPAC has set for the MPS which is summarised by the 20:20:20 Challenge: reducing key neighbourhood crimes by 20%; boosting public confidence by 20%; and cutting costs by 20% delivering £500m of savings. Alongside the London 'Police and Crime Plan', MOPAC also published 'Policing and Public Access in London' which sets out the changes that will be made in the local policing estate, with a particular emphasis on the availability and location of Front Counters and Contact Points. The draft 'Police and Crime Plan' and draft Estate Strategy were both subject to extensive public consultation between January and March 2013. 'Policing and Public Access in London' captured the feedback received throughout the consultation and this revised Estate Strategy reflects how the views provided will be taken into account as MOPAC's objectives are delivered.

A substantial amount of work has been undertaken since the Estate Strategy in 2010. The highlights are:

- Safer Neighbourhood Bases have been completed in every borough; 14 major refurbishments or new buildings have been completed or are under construction; three new regional training centres and four support facilities have been delivered.
- 43,000 sq m of space has been vacated as at April 2013 with a further 160,000 sq m of space identified as surplus to operational requirements. In total, this is equivalent to the space covered by 28 Wembley-sized football pitches.
- Capital sales of former operational buildings have realised £78m between April 2007 and April 2013, with a realisable target of a further £268m from buildings which will not be required for operational use by April 2016 (excluding the surplus land at the Peel Centre, Hendon).
- Overall running costs have been reduced from £225m each year as at April 2009 to £200.5m by March 2013.

The economic climate has changed the focus of how the MPS views its estate needs - the approach of 'doing more for less' is now firmly embedded in this strategy. Reducing the costs of the MPS estate will make a substantial contribution to meeting that target.



.02

ESTATE STRATEGY OBJECTIVES

The core MOPAC objective for real estate is:

To deliver a **more efficient and higher quality estate** which meets the operational needs of the MPS and is **significantly lower in cost to run**.

The Estate Strategy will enable MOPAC / MPS to:

- replace out-dated expensive-to-run and underused properties with a more efficient, less costly portfolio through focusing investment on a core set of buildings;
- make more intensive use of the retained properties through modern ways of working;
- enhance the operational capability of buildings to enable the MPS to meet its operational objectives; and
- work with other public bodies to share facilities to reduce cost both within the MPS and for those public bodies.

The focus, therefore, is to accelerate the reduction of the amount of space the MPS occupies, to sell properties that do not meet current needs and reinvest that capital in more efficient modern facilities whilst enhancing opportunities for members of the public to access police services. As part of this plan, the running cost per square metre may rise to support the better quality more intensively used space but the overall running costs of the portfolio will be significantly lower.

In order to meet the estate objectives, MOPAC has set the following targets:

- To reduce the total running costs of the estate to £140m each year by April 2016 (a 30% reduction on 2012 costs). All targets are set at April 2012 values.
- To reduce the amount of space occupied by c300,000 sq m by 2015/16.
- To provide up to 950 modern cells in custody facilities reducing the cost of the custody estate and providing suitable facilities to support the reduction in the time it takes for a detainee to be taken into custody to be processed.
- To achieve these cost and space reductions whilst enhancing the opportunities for members of the public to access police services.
- To provide access to affordable housing for police officers and members of police staff through working with Registered Providers.

MOPAC and the MPS Management Board have restated their commitment to a corporate real estate approach to the provision and management of space which will support the achievement of objectives.

In September 2011, the Commissioner set out the vision for the MPS - the 'One Met Model' - under the banner of 'Total Policing'. It has three key targets: to cut crime; cut costs; and change the culture. The Commissioner has committed to help do the best possible job for Londoners – focusing on the following three core areas:

- Better ways of working
- Better use of technology
- Better use of communication and visibility

The 'Police and Crime Plan' highlights that the MPS is undergoing a transformation. The new 'One Met Model' involves the radical reorganisation of the MPS, as well as fundamental changes to the way the MPS delivers policing services.

This refreshed Estate Strategy draws upon these themes in two ways. It will draw on best practices for how space can be used more efficiently and it will support the changing practices being proposed by MPS operational teams as a result of the 'One Met Model'. The combination of these two activities will enable a radical change to the shape, use and size of the estate.

Challenging targets create opportunities. Almost three quarters (73%) of the MOPAC estate by floor area is owned freehold. As a result, there is an opportunity to release capital from properties that no longer meet the operational needs of current and future policing. This can then be reinvested in new, modern or refurbished buildings that are cheaper to run and better meet operational needs, with no overall increase in capital spend.

.03

THE EXISTING ESTATE

As at March 2013 the MPS operated from 955,948 sq m of space in a total of 671 properties of which 497 properties have day-to-day operational activities (97 of which have been identified as not operationally required) and 174 properties are residential.

The police estate dates back to 1847 and a number of the buildings are not economically viable to be upgraded for modern use. They are inefficient and expensive both operationally and in terms of maintenance and energy use. In addition, the police service has changed dramatically in the last decade; technology has made many of the buildings obsolete and unable to support modern methods of collaborative team working. The MPS 'One Met Model' will be delivered through new ways of working, achieving greater visibility and a better use of technology. The estate provided by MOPAC needs to continue to adapt to these changes and combining the MPS's model with a new approach to the estate will ensure greater efficiency and performance.

The MOPAC estate is characterised by a huge range of different types of properties including police stations, Deployment and Safer Neighbourhood Bases, typical offices for administrative purposes, specialist facilities such as custody centres, firing ranges, emergency call centres and forensic laboratories. In order

to improve its efficiency and performance, whilst supporting operational policing capability, the estate has been split into 10 portfolios of buildings – each with a different approach to maximising the efficiency of the amount of space used. In addition, there is a portfolio of properties that, following the recent public consultation, have been identified as not required for operational purposes. These portfolio types are set out in the table in the next section.

The allocation of a building to a portfolio reflects its principal use, not necessarily its sole use. The estate strategy focuses on ensuring that all properties can be adapted for different uses and most buildings will have multiple different occupiers. By examining the principal use MOPAC can analyse whether the building is fit for that use and whether it is capable of the flexibility needed for future modern policing. An example of this is within the custody estate – many buildings with smaller costly custody units remain open only because of the custody facilities provided. The remainder of the building may no longer be usable or efficient for alternative uses and as such the existing custody suite is inefficient to run. This strategy, therefore, focuses on closing and disposing of these costly and inefficient buildings and replacing them with larger, higher quality and more efficient modern buildings.



The 10 portfolios come under three headings within the overall estate:

- those where there is a physical interface with members of the public - whether voluntary or involuntary;
- those that provide support and/or administrative facilities; and
- the residential estate.

Within each portfolio the buildings have been identified as to whether they are core to operational delivery or whether they are subject to further analysis for potential rationalisation. A core building is one which is considered essential to the provision of services and would require a replacement if it became unavailable or not fit for purpose. For example there are currently 15 buildings within the core portfolio that have been assessed in 'Policing and Public Access in London' as 'not suitable for long term occupation'; consideration will be given to moving services from these properties to better facilities in a nearby location. The Estate Strategy aims to rationalise the remaining properties, identified as subject to further analysis, into the core estate if

possible or, if not, to consolidate into a fewer number of buildings. The portfolio descriptions later in this strategy indicate the number of buildings defined as core, surplus to operational requirements or subject to further analysis.

All Front Counters, Contact Points and Deployment Bases identified in the 'Police and Crime Plan' have been classified as core. There are no buildings in the public interface estate (portfolios 1, 2 and 3) that are subject to further analysis. Capital investment will be prioritised into core buildings.

The table in the next section also shows the direct costs of running each of the portfolios - a total of £180.5m each year (2011/12). In addition to the direct costs are the indirect property costs which are those costs that do not relate specifically to one property, eg management costs. These equate to about £20m each year – driving a current total annual cost of property of £200.5m.

The 'Police and Crime Plan' commits to a reduction in overall costs of 20%. The focus of these savings will be back office functions. By changing work practices and rationalising structures, indirect property costs will be reduced in order to achieve targets.

.04

SPECIFIC REAL ESTATE TARGETS FOR THE FUTURE ESTATE



MOPAC has set the portfolio level targets for the reduction of running costs based on operational needs. This section identifies how targets will be achieved through analysis of each portfolio type. The table opposite sets out the portfolio types as described in the previous section. It shows the existing running costs for each portfolio type and the expected reductions by 2016. The targets set out in the table will be achieved through the specific activities set out on the following pages.

* Targets are based on 2011/12 costs and no allowance has been made for inflation through to 2016. Targets also assume that there will be a reduction in cost of a number of third party contractual arrangements through negotiation and payment of exit penalties – this will be subject to achieving a satisfactory commercial agreement with those third parties.

** There are 73 Front Counters in total. There are two properties whose principal use is Custody Portfolio (3); one property in the HQ Portfolio (8); and one property in the Training Portfolio (7). In addition, there are two properties that are currently being replaced: Barking Police Station is moving to Barking Learning Centre and Streatham Police Station is moving to 326 Streatham High Road. The new buildings, when opened will be categorised as Core.

*** Floor area excludes Gravesend due to the complexity and type of buildings. Costs include the Gravesend property.

Portfolio	Description	Size (sq m)	No. of properties	Direct running costs £000s (2011/12)	Target Running Cost (£000s) by 2015/16*
Public Interface					
1	Properties with Front Counters	265,507	67**	52,933	53,000
2	Contact Points, Local Deployment Bases and Safer Neighbourhood Bases	77,343	177	13,208	13,200
3	Custody (excl. custody buildings as part of other portfolios)	12,572	4	1,334	1,300
Operational Support					
4	Operational support estate	149,238	57	20,826	19,500
5	Pan-London Deployment Bases and Patrol Centres	39,241	13	7,361	6,500
6	Public Order: dogs and horses	22,607	9	2,414	2,250
7	Training estate and Regional Learning Centres	2,581***	10	9,049	9,000
8	Headquarters estate	105,511	5	35,110	21,750
9	Specialist requirements	71,964	58	10,717	8,000
Subtotal	Operational properties	746,564	400	152,952	134,500
Residential					
10	Residential	47,504	174	884	500
Not required for operations					
	Not required	161,880	97	26,708	0
Total		955,948	671	180,544	135,000

.05

PUBLIC INTERFACE PORTFOLIOS

The methods by which people access public sector and business services have been transformed in recent years through developments in the internet, mobile telecommunications and other technology. The change in London's demography also has a substantial impact. The MPS has recognised the need to enable the public to contact the police through a variety of different channels - whether in person, by phone (emergency and non-emergency), by email, through the internet and via social media.

The number of people reporting crimes at Front Counters has fallen by almost half since 2006/7. In fact only 11% of current visits are for this reason, 20% are for lost property and 12% for information/directions.

This approach to multi-channel access reflects the public need and requirement to use many different methods to make contact with the police as well as a change in service expectations.

The Commissioner, for example, has committed that all victims of crime will be visited by a police officer if they wish rather than having to visit a police station – this very often benefits victims.

The requirement to separate access points for custody facilities from the access point for the public to meet with a police officer will be maintained. The traditional police station where a victim accesses the building through the same door as an alleged perpetrator of a crime is no longer suitable. This requirement is already having an impact on the physical infrastructure of the estate.

In addition, many public sector organisations are now exploring opportunities to share the publicly owned/occupied estate. This not only reduces costs but creates a more engaging and vibrant use of facilities – it creates a more friendly face.

Many other organisations that have historically sat behind protective screens have moved away from



this approach. Banks and building societies as well as the Department for Work and Pensions, for example, have all begun to remove their screens and share space with different users. HM Revenue & Customs has successfully replaced some personal contact centres in cities and towns with facilities in local authority buildings. As part of this estate strategy, MOPAC will further develop our relationships with other public sector bodies as well as private and third sector organisations specifically to find routes for the public to access the police in areas where they could access many other services.

As part of the 'Police and Crime Plan', a strategy for public access entitled 'Policing and Public Access in London' has been developed. It sets out a series of commitments for the provision of Front Counters, Contact Points and Local Deployment Bases.

SPECIFIC TARGETS:

- 33 Front Counters that are open 24/7 and 40 Front Counters with non 24/7 opening hours will be provided - staffed by Public Access Officers (PAOs). This forms Portfolio 1. These properties will be designated as core and, where there is capability, enhanced to provide more workstations and facilities which will be more intensively used (all desks will be used on average 75% of the working day) through an expansion of the non-assigned desk approach enabling officers to be more visible to the public rather than sitting behind a desk. There are 15 buildings within this portfolio that have been identified as not suitable in the long term – during the life of this plan, consideration

will be given to moving these services to another building in a nearby location.

- In addition, 94 new Contact Points are to be opened at regular advertised times staffed by the local Safer Neighbourhood Team. Consideration will be given to further sites in co-located premises with other public service providers. The 'Police and Crime Plan' also identifies a set of Local Deployment Bases from which officers deploy at the start of their shifts. Generally, these are not open to the public because neighbourhood officers are expected to be out on patrol rather than sitting behind desks. These properties are within Portfolio 2.
- The strategy to modernise custody facilities (Portfolio 3) will continue; old out-dated facilities with fewer than 15 cells will be considered for replacement with larger facilities of up to 40 cells depending on operational need. This is substantially more efficient in both property and operational costs and provides a better operational standard.



.06

OPERATIONAL SUPPORT PORTFOLIOS

The MPS has set occupational standards for all its properties that meet, and in many cases exceed, Government targets for efficiency. The Estate Strategy will focus on delivering an efficient estate that meets these standards. In summary, the standards are:

- Eight workstations to 10 people across the space allocated to headquarters and office uses;
- Six workstations to 10 people across the space allocated to investigative uses;
- Four workstations to 10 people (on shift) across the space allocated to the operational police uses (response and patrol); and
- One locker for each police officer or member of staff allocated with a uniform. The size of lockers will vary depending upon relevant training and skills for each officer and the resultant kit allocation/needs for that role. Locker allocation and management processes will be corporately implemented.

Analysis of the use of the existing police estate has shown that over 40% of desks are unoccupied at any one time across the MPS estate.

This reflects the dynamic nature of the workforce, whether moving between buildings or out in local communities. The survey shows that all buildings

in the estate are potentially underused and there is, therefore, an opportunity to reduce the size of the estate by around one-third. Over the next 12 months, properties will be subject to a review to establish whether use can be improved and/or whether a property is no longer required.

The MPS has piloted a non-assigned desk approach within its headquarters and operational estate and will be rolling this out across the portfolio. This means that only those people who work full time, always work within a single building and rarely attend meetings will be assigned desks. This reflects a modern approach to flexible working – enabling police staff to work from any building and police officers to be more visible to the public. This approach will substantially reduce the number of desks that are unoccupied at any one time – enabling the number of buildings to be reduced and capital to be reinvested to improve the quality of the remaining estate.

Each workstation costs, on average, £3,500 to run each year. The space taken by four single person offices is equivalent to the space of 14 workstations – 14 workstations, therefore, cost £50,000 each year to run. The cost of one police officer is an average of £50,000 (taking account of all costs of employment). Therefore, every four single person offices or 14 workstations saved ensures that one more police officer remains on the front line.

SPECIFIC TARGETS:

- MOPAC has eight major 'office' buildings for both MPS operational and administrative needs within its Headquarters and Operational Support Estates (Portfolios 4 and 8). These represent 25% of the total costs of the estate. Through the introduction of corporate standards and modern methods of working, the MPS will reduce the amount of space required by 55,000 sq m by 2015/16. An example of this approach is Jubilee House, Putney which is a current building refurbishment project. This will provide upgraded modern facilities and will double the capacity of the building from 400 to 739 workstations enabling 1,100 people to work from the building compared with less than 400 previously.
- The MPS has stated that New Scotland Yard no longer meets operational needs. MOPAC will refurbish Curtis Green Building on the Embankment, which will be renamed Scotland Yard, as the principal HQ building; MOPAC will also refurbish Lambeth HQ and upgrade Cobalt Square to provide higher quality space and to relocate some of the teams from New Scotland Yard. This will enable the release of surplus space to meet the target reductions. Buildings that are core to operational need and that are to be retained will be more intensively used. A target of 75% of all workstations being used during normal working hours will be achieved through the continued implementation of a non-assigned desk policy and a reduction in the number of single person offices.
- The strategy for the estate that supports training and development will continue. Three Regional Learning Centres have already been refurbished. 85,000sq m of out-dated space at the Peel Centre, Colindale (Hendon) will be replaced by a new 21,000 sq m building for both training and operational uses on the site – funded through the future sale of about 53 acres of land for re-development; this will also support the London Borough of Barnet's ambitions to regenerate the Colindale area.
- In 2014, MOPAC will introduce new facilities management service contracts and specifications. The new contracts will reflect the revised approach to the estate, with estimated savings of up to a further 20% in the cost of service delivery (from the 2009/10 cost base).
- The specialist estate will be developed to provide better facilities in fewer buildings. For example, there are currently six town firing ranges constructed in the 1960s and an advanced public order and firearms training ground at Gravesend. A new advanced firing range facility is proposed for the Peel Centre enabling the release of a number of existing out-dated ranges. Core forensic facilities will be refurbished to meet changing operational delivery.
- MOPAC currently provides three 'MetCall' centres in its core operational estate providing emergency (999) and non-emergency (101) call response. The future provision will reflect the outcome of the current MPS review of its command and control process.
- The provision of data centres is the subject of an ongoing review. The future estate will reflect both changes in technology and operations.
- The MPS will look to take advantage of electronic records management storage to enable the release of further buildings currently retained for storage.

.07

RESIDENTIAL PORTFOLIO

MOPAC will retain a number of properties with up to 200 residential units (reduced from 831 units) within a core residential portfolio for short term operational and welfare requirements. Those assets surplus to requirements will be released. Blocks of flats and single houses will be marketed for sale on the open market. Section houses are buildings, or parts of buildings, which adjoin operational facilities - usually they are rooms with shared bathroom and common room facilities. Those that are surplus to need will be redeveloped or refurbished for alternative uses – either within the MOPAC portfolio or, if the operational component is no longer required, they will be sold with the rest of the property.

MOPAC will work with Registered Providers to find ways to prioritise the allocation of affordable housing to police officers and staff close to where they work. This assists with rapid response in emergencies and ensures that officers are a part of the communities they serve. MOPAC will also look at other innovative schemes where high quality affordable homes can be made available to MPS employees. The 'MPS Property Zone Portal' already provides access for police officers to be able to find housing – this will be enhanced through MOPAC's relationships with Residential Providers to ensure that police officers and staff are given priority access.

.08

FUNDING

Investment in the refurbishment and provision of new build facilities will be funded through the sale of the surplus estate which no longer meets the needs of a modern police service. The target value of the surplus portfolio that will be released is in excess of £300m (based upon current book value).

.09

SOCIAL, ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY

The MPS has a Corporate Social Responsibility (CSR) Strategy that outlines its commitments to social, economic and environmental sustainability. Through the modernisation of the estate and provision of higher quality buildings, MOPAC will drive towards an estate that:

- supports diversity by enabling access to all people;
- reduces the energy costs of buildings;
- addresses responsibilities towards the CRC Energy Efficiency Scheme;
- takes account of travel patterns of the public as well as employees; and
- meets environmental targets set by the MPS, central government and the Greater London Authority (GLA).

An example is where core processes have been realigned to reflect the 'protected characteristics' as defined in the Equality Act 2010 to proactively consider the needs of those who use the estate.

Every new building project and/or major change programme has an Equality Impact Assessment which is prepared in line with the development of the project in order to support key decision makers, whether internal to MOPAC/MPS or external bodies such as Local Planning Authorities.



.10

RESILIENCE AND COMPLIANCE

The MOPAC / MPS estate strategy is focused upon ensuring the health, safety and well being of anyone who works in or visits any of the buildings within the estate. Standards and Design Guides will form the foundation to delivering and maintaining a consistent and legally compliant corporate approach to the estate. Compliance with statutory obligations will not be compromised and forms a fundamental part in the appraisal and analysis of the retained buildings.

The resilience of the portfolio and impact of the potential loss of operational use is of great significance to the MPS when planning the future of the estate. Each building, as it is refurbished/ redeveloped, will be assigned a resilience standard - priority, significant or standard. This reflects how critical the building is to the wider operation of the MPS and its ability to recover from a major supply disruption or component failure.



.11

TOWN PLANNING IMPACT

MOPAC monitor all major planning applications in the Greater London area on behalf of the MPS (which is a consultee) to review any potential impacts on policing. Where appropriate the Local Authority are approached to include either accommodation or a financial contribution to meet the needs for policing arising from a planning consent as a condition of any Section 106 Agreement.

MOPAC also monitor all Local Authority planning policy documents through the consultation process and make representations to protect or enhance the MOPAC existing estate for both operational reasons as well as protecting value. Major planning applications are defined to comprise: inner London Boroughs – all development schemes in excess of 10,000 sq m or 200 residential units or 250 car parking spaces; in outer London Boroughs the definitions are in excess of 5,000 sq m; 100 residential units or 100 car parking spaces.



Computer generated image of new Peel Centre training and operational facilities

DETAILED
PORTFOLIO
ANALYSIS

PUBLIC INTERFACE

SECTIONS 12.1 - 12.3

 **METROPOLITAN
POLICE**



PUBLIC INTERFACE

.12.1

PORTFOLIO 1 – PROPERTIES WITH FRONT COUNTERS

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	62	253,834	12,874	22,310	51,413
Replace	5	11,673	551	1,070	1,519
Subject to further analysis	0	0	0	0	0
Sub-total	67	265,507	13,425	23,380	52,933
Being replaced	2*	3,162	131	735	416
Total	69**	268,669	13,556	24,115	53,349

* Two properties were identified for replacement in 'Policing and Public Access in London' that are in the process of replacement: Barking Police Station where services will be moving to the Barking Learning Centre; and Streatham Police Station where services will be moving to 326 Streatham High Road.

** There are 73 Front Counters in total. The additional four Front Counters sit within properties in other portfolios: They are: Croydon Borough Custody Centre and Wandsworth Police Station (Portfolio 3: Custody); Sovereign Gate (Portfolio 7: training); and Marlowe House (Portfolio 8: HQ)

MOPAC and the MPS are committed to a 24 hour police station in each of the 32 London boroughs plus at least one other Front Counter with non 24/7 opening hours. This commitment is both operationally desirable and delivers on the Mayor's election pledge. This portfolio comprises the core operational facilities for each borough.

There will be 33 borough facilities that are open 24/7 (with two facilities in Westminster) and 40 Front Counters with non 24/7 opening hours. Each of the 24/7 buildings will provide a central base for the policing of its geographic area; generally it will include the 'Grip & Pace' centre providing 24 hour command and control as well as the local desk based operational services, local patrol base and custody facilities. In some boroughs, due to physical constraints, the 24 hour

Front Counter will be in a separate building to the senior leadership team and in these cases both properties will be designated as core.

There are 15 buildings that have been identified within the 'Policing and Public Access in London' strategy as not suitable in the long term – seven of which are in this portfolio (defined as 'Replace' in the table). During the life of this plan consideration will be given to moving these services to another building in a nearby location. Two properties are already in the process of being replaced (see notes to table).

All the Front Counters, both 24/7 and non 24/7, have been identified as core facilities. The 'Police and Crime Plan' has set out on a borough by borough basis which services will be provided at each building. This strategy will ensure that the properties have the facilities to support those services. The majority of the 24/7 facilities are located in the larger buildings in each area which may include up to 500 work stations. Each of these buildings has been analysed for its utilisation. This analysis will drive the achievement of the space utilisation targets across the portfolio. The MPS's "One Met Model" is built around the three core themes of better ways of working, better use of technology and better use of communications in order to enhance visibility. The impact that this has on the portfolio will be:

- Reduced need for office space as better technology will keep officers mobile;
- Use of non- assigned desks for local patrol and response teams - with hubs to charge equipment etc;

- Improved utilisation of all existing space through non-assigned desks; and
- Specialist facilities provided at area level.

The utilisation analysis of the space in these buildings, based upon the use of existing technology and processes, shows that there is an immediate opportunity to use this portfolio more effectively through the non-assigned desk approach which should release 30% of current desks for different uses. Space not required by the local operations teams will be reallocated to area or pan-London teams to assist in the reduction in the Headquarters Estate and support the focus of becoming more local.

KEY TARGETS

- The MPS will provide 33 Front Counter facilities that are open 24/7 and 40 Front Counters open with non 24/7 hours.
- The seven buildings in this portfolio that have been identified as not suitable in the long term (out of 15 in total) will be assessed and options for their replacement with another more suitable building in the vicinity will be considered.
- The MPS will improve the use of desk space ensuring that desks are used at least 75% of the time and a target of 25% of space to be made available for pan-London activities. MOPAC will focus on investment in those buildings core to operations.

PUBLIC INTERFACE

.12.2

PORTFOLIO 2 – CONTACT POINTS, LOCAL DEPLOYMENT BASES, SAFER NEIGHBOURHOOD BASES AND OTHER LOCAL POLICING SUPPORT BUILDINGS

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	169	59,010	2,565	8,173	11,476
Replace	8	18,333	768	916	1,732
Subject to further analysis	0	0	0	0	0
Total	177	77,343	3,333	9,089	13,208

The 'Policing and Public Access in London' strategy identifies 94 new Contact Points to be opened at regular advertised times staffed by the local Safer Neighbourhood Teams. Consideration will be given to further sites in co-located premises with other public service providers.

In addition, a set of Local Deployment Bases has also been identified from which officers deploy at the start of their shifts. Generally, these are not open to the public because neighbourhood officers are expected to be out on patrol rather than sitting behind desks.

All the Contact Points and Local Deployment Bases have been identified as core facilities. The 'Police and Crime Plan' has set out on a borough by borough basis which services will be provided at each building. This strategy will ensure that the properties have the facilities to support those services.

There are 15 buildings that have been identified within the 'Policing and Public Access in London' strategy as not suitable in the long term – eight of which are in this portfolio (defined as 'Replace' in the table). During the life of this plan consideration will be given to moving these services to another building in a nearby location.

KEY TARGET:

- MOPAC will support the MPS review of the estate by providing facilities required to deliver the 'Policing and Public Access in London' strategy in order to enhance the opportunities for members of the public to access police services.
- Those properties identified in the 'Policing and Public Access in London' strategy as not operationally required will be closed. Properties identified as Contact Points will be adapted, where necessary, to enable public access.
- The eight buildings that have been identified as not suitable in the long term will be assessed and options for their replacement with another more suitable building in the vicinity will be considered.
- The profile of public facing properties will be raised through consistent standards of signage and corporate 'look and feel'.



PUBLIC INTERFACE

.12.3

PORTFOLIO 3 – CUSTODY

* Note that Wood Green Custody Centre is under construction and will provide an additional 40 cells

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	No. of cells	Running Costs £000
Core (Custody Centres)	4	12,572	265	554	100*	1,334
Replace	0	0	0	0	0	0
Subject to further analysis	0	0	0	0	0	0
Total	4	12,572	265	554	100	2,334

ADDITIONAL CUSTODY FACILITIES WITHIN OTHER PORTFOLIOS

Portfolio no.	No. of properties	Number of cells
Portfolio 1 (Front Counters)	52	766
Portfolio 2 (Contact Point and Local Deployment Bases)	7	74
Portfolio 5 (Pan-London Deployment Bases)	1	30
Total	60	870

There are 64 properties (four where the principal use is custody and 60 whose principal use is in other portfolios) within the current estate that have some form of custody providing 970 cells.

Much of the estate that provides custody facilities is situated in older buildings providing up to 15 cells in a single location. The facilities are very difficult to maintain as they are in operational use

and a number do not meet modern custodial requirements. Day to day management in a five to 15 cell custody facility requires a similar number of staff to a 25 cell arrangement.

The strategy to separate access points for custody facilities from the access point for the public to meet with a police officer will be maintained. The traditional police station where a victim of crime accesses

the building through the same door as the alleged perpetrator of a crime is not suitable. The MPS has already implemented a central cell allocation process which has increased utilisation and efficiency across the estate. This increases the effective capacity of the custody portfolio. The strategy for the custody estate has been to consolidate the smaller, older facilities

into larger purpose built buildings with a much better specification and which comply with modern custodial requirements - this will continue. In addition, some facilities include virtual courts and all have access to translation centres which enable much faster access to the criminal justice system at a much lower cost.

By 2012, MOPAC had completed the construction of the following Custody Centres - these are buildings that mainly provide custody facilities:

No.	Name	No. of cells	Completed
1	Wandsworth	30	2012
2	Leyton (Waltham Forest)	30	2011
3	Windmill Rd, Croydon	40	2012



MOPAC will complete the following pipeline for new Custody facilities in 2013:

No.	Name	No. of cells	Due for completion	Type
1	Colindale	25	2013	Custody extension
2	Walworth Road, Southwark	30	2013	Custody extension
3	Kingston	20	2013	Custody extension
4	Wood Green, Haringey	40	2013	Custody Centre
5	Brixton	40	2013	Custody extension

The five new custody facilities are due for completion in 2013. They will provide 155 cells and will replace facilities providing a similar number of cells that the MPS has identified as being inefficient. The objective is to have 38 properties that provide 24/7 facilities that deliver 833 cells. 11 additional facilities with a further 103 cells will be available for overflow. This totals 936 cells, MOPAC will provide up to 950 cells for operational use.

KEY TARGET:

- MOPAC will provide an additional 155 modern cells in five new buildings and will close facilities with a similar number of cells. MOPAC will continue to work with the MPS to review the efficiency of the buildings and seek ways to rationalise the estate in order to provide greater efficiency for detainee handling, a more modern set of custody facilities as well as reducing running costs.



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SECTIONS 12.4 - 12.9



OPERATIONAL SUPPORT

.12.4

PORTFOLIO 4 – OPERATIONAL SUPPORT ESTATE

Type of Building	Size sq m	No. of Workstations	No. of Lockers	Running Costs £000
47 Properties that are occupied	147,388	5,422	5,806	19,916
6 Wireless stations	1,850	17	17	511
10 Vehicle parking facilities	–	–	–	399
Total: 63 buildings	149,238	5,439	5,823	20,826

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	12	132,076	4,595	4,276	18,403
Replace	0	0	0	0	0
Subject to further analysis	45	17,162	844	1,547	2,423
Total	57	149,238	5,439	5,823	20,826

The nature of this portfolio is split into three categories: support offices; communications facilities; and parking/vehicles.

The support offices are all buildings that provide operational support facilities to police officers – usually with a multitude of different activities

from neighbourhood policing support, murder investigation teams/forensics, special operations and local training. They may provide both local and pan-London support. In addition, there are a number of operational facilities for communication links as well as operational vehicle parking facilities.

This portfolio is characterised by a multitude of different types and sizes of buildings.

MOPAC and the MPS will rationalise this portfolio to more intensively use a smaller number of buildings within the Estate, supporting a reduction in the number of facilities that will drive the reduction in costs. Where possible these teams will be located into the core 24/7 police stations and other core buildings where space has become available based upon the utilisation analysis.

The following buildings, core to operational support needs, will be refurbished to maximise the use of facilities:

- Lambeth HQ - half of the building was refurbished in 2003 to provide high quality accommodation for one of the three MetCall Centres. The remainder of the building will be refurbished and will accommodate a number of operational teams requiring a central London location.
- The Peel Centre, Hendon, will be replaced by a new 21,000 sq m building for both training and operational uses on the site which will be funded through the future sale of 53 acres of land for re-development. This will also support the London Borough of Barnet's ambitions to regenerate the Colindale area as part of the Colindale Area Action Plan.
- Cobalt Square will be upgraded in 2013 with additional power and cooling facilities. This will provide sufficient resilience to enable the building to be used more intensively 24 hours per day, seven days per week.

KEY TARGET:

- The core operating buildings (The Peel Centre, Lambeth and Cobalt Square) will be refurbished/replaced by 2016.
- A review will be undertaken of the remaining buildings to more intensively use space and reduce the costs of the portfolio.



OPERATIONAL SUPPORT

.12.5

PORTFOLIO 5 – PAN-LONDON DEPLOYMENT BASES AND PATROL CENTRES

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	6	22,983	727	2,327	4,354
Replace	0	0	0	0	0
Subject to further analysis	7	16,258	446	1,411	3,007
Total	13	39,241	1,173	3,738	7,361

Since 2010 it has been part of the MPS strategy to consolidate pan-London teams into regional locations. The longer term strategy is for all pan-London operational teams to be located in five large Deployment Bases. The MPS will complete the following Deployment Bases by 2015/16:

No	Name
1.	Alperton Deployment Base, Brent
2.	Deer Park Road, Merton

A review of this portfolio will be undertaken to consider how many of the current facilities can be consolidated into the five regional centres. The review will assess the use of the facilities, the cost of consolidation and the revenue benefits.

KEY TARGET:

- A programme will be put in place to reduce the cost of the running of this portfolio through the rationalisation of buildings focused on five core pan-London Deployment Bases.



OPERATIONAL SUPPORT

.12.6

PORTFOLIO 6 – PUBLIC ORDER: DOGS AND HORSES

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	5	18,856	246	615	1,942
Replace	0	0	0	0	0
Subject to further analysis	4	3,751	161	464	472
Total	9	22,607	407	1,079	2,414

Note: This excludes Lewisham Police Station (Portfolio 1) which has 28 stables and loose boxes

Many buildings within the overall estate provide facilities that support the requirements for those involved with public order. This portfolio sets out the properties where the facilities are used predominantly for public order and in particular the management of dogs and horses as well as associated equipment.

The primary focus for the Estate Strategy in this portfolio is for the welfare of the animals and their proximity to where they are likely to be deployed.

A review of this portfolio will be undertaken to assess the suitability of each property and location with the aim, if possible, to rationalise the number of buildings.

KEY TARGET:

- Opportunities will be considered for rationalising space into modern efficient facilities.



OPERATIONAL SUPPORT

.12.7

PORTFOLIO 7 – TRAINING ESTATE AND REGIONAL LEARNING CENTRES

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	2	2,132*	201	545	8,576
Replace	0	0	0	0	0
Subject to further analysis	8	449	14	71	473
Total	10	2,581*	215	616	9,049

* Floor area excludes Gravesend. Costs include Gravesend.

Note: Marlowe House, Empress State Building and Peel Centre Hendon provide training facilities within an operational building and are accounted for in the HQ and operational support portfolios.

The MPS and MOPAC believe that training and education are essential for the development of an effective organisation. The better trained all police officers and staff are, the more effective will be 'Total Policing'. In the last three years the MPS has substantially reformed its training and development programme for all its recruits, officers and staff.

A decade ago the MPS recruited and trained the majority of its staff at the Peel Centre, Colindale (often referred to within the MPS as 'Hendon'). Officers are now vocationally trained with different degrees of training for volunteer Metropolitan

Special Constables (MSC), Police Community Support Officers (PCSO) and Police Officers. All staff are trained in local Regional Learning Centres. The five Regional Learning Centres are:

No	Building
1.	Sovereign Gate, Richmond
2.	Marlowe House, Sidcup
3.	111 Buckingham Palace Road, Victoria
4.	Empress State Building, Earls Court
5.	Peel Centre, Hendon

111 Buckingham Palace Road is held on a lease to 2014. At the end of the lease the facilities will be consolidated into the remaining centres providing four key Regional Learning Centres.

PUBLIC ORDER AND FIREARMS TRAINING

The MPS will continue to enhance its training programme for public order and train more officers at Gravesend. Many of the firing ranges have already been adapted to allow for more training capacity. Training in 'method of entry' will be consolidated onto this site.

A new 50 metre firing range will be constructed at the Peel Centre, Hendon as part of the new development which will enhance the training capability for officers carrying the new higher calibre weapons. The MPS will look to progressively close the old 25 metre town ranges which increasingly cannot provide the correct facilities for modern weapons.

KEY TARGET:

- Two properties will be vacated by 2014 – 111 Buckingham Palace Road and Dawes Hill.
- The Gravesend PFI contract will be reviewed and the use of facilities maximised, reducing the cost of other training facilities.



OPERATIONAL SUPPORT

.12.8

PORTFOLIO 8 – HEADQUARTERS ESTATE

The headquarters estate is characterised by large office buildings which are occupied by both administrative functions and operational police functions such as counter terrorism, forensics, and diplomatic protection.

Name	Size m ²	No. of Workstations	No. of Lockers	Future requirements
New Scotland Yard, Victoria	55,277	3,284	731	Surplus to operational requirements
Dean Farrar Street Gnd 1st 2nd (Part) 3rd Floors, Victoria	1,417	125	-	Surplus to operational requirements
Curtis Green Building, Westminster	8,691	Awaiting refurbishment	Awaiting refurbishment	Core
58 Buckingham Gate, Victoria	2,450	32	5	Surplus to operational requirements
Jubilee House, Putney	16,561	739	91	Core
Marlowe House, Sidcup	32,975	1,211	262	Core
Empress State Building, Earls Court	41,284	3,910	1,243	Subject to further analysis
Edinburgh House, Kennington	6,000	762	180	Subject to further analysis
Total	164,655*	10,063	2,512	-

* The total floor area excluding the three surplus buildings is 105,511 sq m

This estate provides key administration and office accommodation. This group of eight properties provides 17% of the total estate by square metres costing £47m each year to run – 25% of the total running costs of the whole MOPAC portfolio.

New Scotland Yard was built in 1961. The building is owned freehold and is situated in the heart of a thriving commercial district in Victoria. After 50 years of operation, it has been conservatively estimated that at least £50m needs to be spent on the building to keep it operational. In addition, the MPS has

reviewed the operational capability of the building and has concluded that its requirements for an HQ can be better met through the refurbishment of the Curtis Green Building which will continue to provide a central HQ in Westminster. It will be renamed Scotland Yard and will provide 500 work stations with support and command facilities. This will save at least £6.5m each year in running costs.

New Scotland Yard will be sold on the open market for redevelopment, releasing capital to fund a substantial investment into the estate including the refurbishment of Curtis Green and Lambeth HQ (portfolio 4 - support estate). All the teams currently located within New Scotland Yard will be accommodated elsewhere within the existing estate, enabled by space being made available through a more intensive approach to using buildings. This will reduce the size of the estate by about 55,000 sq m and make a net saving of about £6.5m each year.

Jubilee House, Putney is being refurbished to provide modern office accommodation and will be complete in 2013. The new space will provide 739 workstations (an increase from 400 workstations) and enable collaborative working. Over 1,100 people will work from this building compared with less than 400 before the refurbishment.

Empress State Building, Marlowe House and Edinburgh House all provide office accommodation that will be more intensively used through the provision of non-assigned desks. This has been successfully piloted and has shown a 30% increase in the number of people using the same space without compromising individual efficiency. This capacity will support the closure of New Scotland Yard.

The MPS has set new standards for the occupation of desks for all its properties that meet, and in many cases exceed, Government targets for efficiency. Pilot analysis has shown that

currently over 40% of desks within the HQ estate are unoccupied at any one time. These standards, for example, allocate eight work stations to 10 people across headquarters and office uses. Implementing these standards will encourage a modern approach to flexible working and enable the number of buildings within the HQ estate to be reduced. The cost of running 14 desks each year is equivalent to the cost of one police officer - underlining the needs to reduce the costs of property to focus resources onto the front line.

KEY TARGET:

- The MPS will reduce operational requirements for headquarters' facilities by 55,000 sq m by 2015/2016 through the closure of New Scotland Yard, achieving a net saving of £6.5m each year (after refurbishment of the other HQ buildings). As part of this programme MOPAC will refurbish a number of the buildings to provide a higher quality estate, which will be predominantly funded from capital receipts. Further analysis will be undertaken of Empress State Building and Edinburgh House.



OPERATIONAL SUPPORT

.12.9

PORTFOLIO 9 – SPECIALIST REQUIREMENTS

Description	No. of properties	Size m ²	No. of Workstations	No. of Lockers	Running Costs £000
Core	5	7,899	330	531	1,555
Replace	0	0	0	0	0
Subject to further analysis	53	64,065	1,198	1,420	9,162
Total	58	71,964	1,528	1,951	10,717

There is a large estate of properties that support a number of specialist activities. Examples include:

- Forensic evidence suites supporting specific crime types.
- Buildings occupied for the purposes of policing at border points such as Heathrow.
- Buildings occupied in support of royalty and diplomatic protection functions.
- Car pound facilities to store uninsured vehicles awaiting collection or to be recycled.

A review will be undertaken of all properties in this portfolio.

KEY TARGET:

- Many of these buildings are situated in the historic part of the estate. Opportunities will be taken to rationalise space; co-locating functions where possible.





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RESIDENTIAL

SECTION 12.10



RESIDENTIAL

.12.10

PORTFOLIO 10 – RESIDENTIAL

Property Type	No. of properties	No. of 'units'
Blocks of flats	19	337
Single flats	8	10
Single houses	142	140
Residential land	1	0
Section houses	4	344
Total	174	831

The MOPAC residential portfolio consists of 174 separate properties that house 831 individual flats, houses or section house rooms (one property could be a block of flats with a number of units or it could be a single stand alone house being one unit).

MOPAC will retain up to 200 residential units (reduced from 831 units) within a core residential portfolio that will be held for short term operational and welfare requirements. Those assets surplus to requirements will be released.

There are three principal types of residential building within the existing portfolio:

- Blocks of flats – these will be marketed for sale on the open market.
- Single houses or flats – these will be sold into the open market.
- Section houses – these are buildings, or parts of buildings, that adjoin operational facilities. Usually they are rooms with shared bathroom and common room facilities. Those that are surplus to need will be redeveloped or refurbished for alternative uses - either within the MOPAC portfolio or, if the operational component is no longer required, they will be sold with the rest of the property.



MOPAC will work with Registered Providers to find ways to prioritise the allocation of affordable housing to police officers and staff close to where they work. This assists with rapid response in emergencies and ensures that officers are a part of the communities they serve. MOPAC will also look at other innovative schemes where high quality affordable homes can be made available to MPS employees. The ‘MPS Property Zone Portal’ already provides access for police officers to help find housing – this will be enhanced through MOPAC’s relationships with Residential Providers to ensure that police officers and staff are given priority access.

For example, MOPAC has agreed in principle to a partnership with Soho Housing Association which is willing to prioritise the needs of serving police officers and staff in some units within new developments. Discussions are also progressing with Peabody. Other pilots are being discussed at Camden and Islington. These discussions will be extended to all Residential Providers in Greater London.

KEY TARGETS:

- To retain up to 200 units within the MOPAC estate for operational and welfare needs.
- To sell all stand alone houses and blocks of flats into the open market.
- To work with Residential Providers to make available affordable housing to MPS officers and staff.

GLOSSARY

This glossary sets out the descriptions of acronyms and technical terms contained within the MOPAC / MPS Estate Strategy.

AREA ACTION PLAN

A development plan to establish a set of proposals and policies for the development of a specific area such as a town centre or an area of new development of a district authority / borough council

CONTACT POINTS

Sites staffed by the local Safer Neighbourhood Team at regular advertised times so that members of the public can access them

CRC ENERGY EFFICIENCY SCHEME

Carbon Reduction Commitment Energy Efficiency Scheme

CSR

Corporate Social Responsibility

GLA

Greater London Authority

HMRC

Her Majesty's Revenue and Customs

LOCAL DEPLOYMENT BASES

Sites set up to brief, cater and swiftly deploy officers to public events around London

METCALL CENTRES

Police call handling centres

MOPAC

Mayor's Office for Policing and Crime

MPA

Metropolitan Police Authority

MPS

Metropolitan Police Service

MSC

Metropolitan Special Constables

PAO

Public Access Officers

PCSO

Police Community Support Officers

REGIONAL LEARNING CENTRES

Sites where police staff and officers receive training and education

SAFER NEIGHBOURHOOD TEAMS

Policing teams dedicated to a particular local community

SECTION 106 AGREEMENT

A legally-binding agreement or planning obligation between a local planning authority and a land developer over a related issue.

OTHER FORMATS AND LANGUAGES

For a large print, Braille, disc, sign language video or audio-tape version of this document, please contact us at the address below:

Public Liaison Unit

Greater London Authority
City Hall
The Queen's Walk
More London
London SE1 2AA

Telephone: 020 7983 4100
Minicom: 020 7983 4458
www.london.gov.uk

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CHINESE

如果需要您母語版本的此文件，
請致電以下號碼或與下列地址聯絡

VIETNAMESE

Nếu bạn muốn có văn bản tài liệu
này bằng ngôn ngữ của mình, hãy
liên hệ theo số điện thoại hoặc địa
chỉ dưới đây.

GREEK

Αν θέλετε να αποκτήσετε αντίγραφο του παρόντος
εγγράφου στη δική σας γλώσσα, παρακαλείστε να
επικοινωνήσετε τηλεφωνικά στον αριθμό αυτό ή ταχυ-
δρομικά στην παρακάτω διεύθυνση.

TURKISH

Bu belgenin kendi dilinizde
hazırlanmış bir nüshasını
edinmek için, lütfen aşağıdaki
telefon numarasını arayınız
veya adrese başvurunuz.

PUNJABI

ਜੇ ਤੁਹਾਨੂੰ ਇਸ ਦਸਤਾਵੇਜ਼ ਦੀ ਕਾਪੀ ਤੁਹਾਡੀ ਆਪਣੀ ਭਾਸ਼ਾ
ਵਿਚ ਚਾਹੀਦੀ ਹੈ, ਤਾਂ ਹੇਠ ਲਿਖੇ ਨੰਬਰ 'ਤੇ ਫ਼ੋਨ ਕਰੋ ਜਾਂ ਹੇਠ
ਲਿਖੇ ਪਤੇ 'ਤੇ ਰਾਖਤਾ ਕਰੋ:

HINDI

यदि आप इस दस्तावेज़ की प्रति अपनी
भाषा में चाहते हैं, तो कृपया निम्नलिखित
नंबर पर फोन करें अथवा नीचे दिये गये
पते पर संपर्क करें

BENGALI

আপনি যদি আপনার ভাষায় এই দলিলের প্রতিলিপি
(কপি) চান, তা হলে নীচের ফোন নম্বরে
বা ঠিকানায় অনুগ্রহ করে যোগাযোগ করুন।

URDU

اگر آپ اس دستاویز کی نقل اپنی زبان میں
چاہتے ہیں، تو براہ کرم نیچے دئے گئے نمبر
پر فون کریں یا دیئے گئے پتے پر رابطہ کریں

ARABIC

إذا أردت نسخة من هذه الوثيقة بلغتك، يرجى
الاتصال برقم الهاتف أو مراسلة العنوان
أدناه

GUJARATI

જો તમને આ દસ્તાવેજની નકલ તમારી ભાષામાં
જોઈતી હોય તો, કૃપા કરી આપેલ નંબર ઉપર
ફોન કરો અથવા નીચેના સરનામે સંપર્ક સાધો.

