

## REQUEST FOR DMPC DECISION – PCD 191

**Title: Estate Transformation Programme**

### Executive Summary:

The Estate Transformation Programme has the goal of supporting the aims of the Police and Crime Plan 2017-2021 by investing in the estate to enable the MPS to develop new and improved ways of working. This will allow new mobile technology to be incorporated and create a modern environment for staff and the public.

To develop the estate plan, further feasibility and concept planning needs to be undertaken to ensure any investment provides value for money and is the best use of resources.

### Recommendation:

The DMPC is asked to

1. Approve the commission of feasibility and concept design studies, with a funding requirement of £4.6m to inform the Outline Business Case for the wider estate.
2. Approve the detailed design study for the refurbishment of Charing Cross and Belgravia with a funding requirement of £3.2m, to inform the Full Business Case.
3. Note that an initial assessment has been made as to the quality of the estate and the need for improvement at core local sites in order to support the objective of the Police and Crime Plan 2017-21.

### 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**

*Spur Linden*

**Date**

*24/4/17*

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

### **Decision required – supporting report**

#### **1. Introduction and background**

- 1.1 To enable the MPS to develop the estate strategy, feasibility and concept design studies will need to be carried out. The MPS has identified 25 buildings that have been confirmed as being core to operational policing. The studies will provide information on the condition of buildings and highlight the required work to bring the buildings into a good state of repair and meet the MPS's policy on smarter working.
- 1.2 The detailed design work for Charing Cross and Belgravia Police Stations will help to more accurately define the design benefits and the potential cost of this investment.

#### **2. Issues for consideration**

- 2.1. The commissioning of the feasibility and concept design studies are required to provide the minimum information needed to develop the Outline and Full Business Cases for the estate strategy.

#### **3. Financial Comments**

- 3.1. The capital funding of the £7.8m is provided for in the 2017/18 capital plan.

#### **4. Legal Comments**

- 4.1. In carrying out its functions, the MOPAC may, under paragraph 7, Schedule 3 of the Police Reform and Social Responsibility Act 2011 ("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".

#### **5. Equality Comments**

- 5.1. 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.

#### **6. Background/supporting papers**

- 6.1. Report.

**Public access to information**

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

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

**Part 1 Deferral:**

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

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

Is there a **Part 2** form – No

If yes, for what reason:

**ORIGINATING OFFICER DECLARATION:**

<b>Head of Unit:</b> The Director of Police Resources and Performance has reviewed the request and is satisfied it is correct and consistent with the MOPAC's plans and priorities.	✓
<b>Legal Advice:</b> The MPS legal team has been consulted on the proposal.	✓
<b>Financial Advice:</b> The Strategic Finance and Resource Management Team has been consulted on this proposal.	✓
<b>Equalities Advice:</b> No Equalities and Diversity issues identified.	✓

**OFFICER APPROVAL****Chief Executive Officer**

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

Signature

R. Lawrence

Date

20/4/17



## **INVESTMENT AND ADVISORY BOARD 6 APRIL 2017**

### **IMPROVING THE ESTATE: DEVELOPING THE BUSINESS CASE TO MEET THE OBJECTIVES IN THE POLICE AND CRIME PLAN 2017-21**

**A report on behalf of the Director of Commercial and Finance**

#### **SUMMARY**

The Police & Crime Plan 2017 – 2021 has committed to 'invest in the tools they (officers) need to do their job' and invest in core buildings (i.e. buildings that sit at the heart of MPS operations beyond the duration of the existing Police & Crime Plan) 'to create a modern environment for our staff and the public who need our services'.

The MOPAC estate has substantially improved in quality in recent years, however, there are a number of Borough base police facilities that are of poor quality and do not support modern working practices. New mobile technology has provided the opportunity to change the way the MPS works – this in turn requires a new type of space; collaboration between teams will be at the heart of supporting the campaign to safeguard vulnerable victims with space that allows different teams to work together both formally and informally.

The estate can also help support the objective of 'real neighbourhood policing' by providing space closer to the communities in which Dedicated Ward officers serve.

In order to develop the estate and capital plan, further feasibility and concept planning needs to be undertaken to support the DMPC in making the decisions as to where this money will be spent to ensure that this investment is spent wisely.

#### **A. RECOMMENDATIONS – That Deputy Mayor for Policing and Crime:**

- 1. Notes that an initial assessment has been made as to the quality of the estate and the need for improvement at core local sites in order to support the objectives of the Police & Crime Plan 2017-21.**
- 2. Approves the commission of feasibility and concept design studies, with a funding requirement of £4.6m funding to inform the Outline Business Case for the wider estate which will be presented to IAB by the end of 2017.**
- 3. Approves the detailed design study for the refurbishment of Charing Cross and Belgravia with a funding requirement of £3.2m, to inform the Full Business Case which will be presented to IAB by the end of 2017.**

## B. SUPPORTING INFORMATION

### BACKGROUND

1. The Police & Crime Plan 2017 – 21 identifies the need to 'invest in the tools they (officers) need to do their job' which includes improving the quality and versatility of the MOPAC estate to meet the needs of modern policing. At the same time, the delivery of new mobile technology will enable a different type of space that will support modern working practices which will allow: (a) a more collaborative approach between teams that will facilitate a more cohesive approach to safeguarding and investigations; (b) enable Dedicated Ward Officers to be based much closer to their neighbourhoods as a result of not being tied to desk based technology and (c) enhance the visibility of police which will improve public trust and confidence.
2. Critically the objectives will not only be to improve the quality of the retained estate but, through investing in retained buildings, will do so at a substantially lower annual running cost.
3. The key business objectives underlying the Estate Transformation Strategy which meet the Police and Crime Plan are to:
  - **invest** in and improve the quality of accommodation of the retained estate to support operational need bringing it closer to communities where required;
  - **enhance** and intensify the use of the retained estate through targeted investment to support smarter working – which, in turn, enables operational objectives to be met within a smaller estate.
  - **maximise** the value of those assets released that are surplus to need in order to release capital for reinvestment to support operational need, underpinning the Capital Programme whilst keeping in consideration the Mayor's wider mayoral objectives for Affordable Housing; and
  - **reduce** the running cost of the retained estate to support the objective of reducing back office costs to a maximum of 15% of the MPS total revenue spend by 2019/20.
4. In order to develop the Outline and Full Business Cases for each asset or group of assets a number of feasibility and design studies need to be undertaken to identify a scope of works required to meet operational needs and the resultant estimated costs based on that scope.
5. The feasibility and concept design work will focus on a group of 25 buildings across London that have been confirmed as being core to operational policing, which are in varying states of repair and different ages (from Victorian to more recent). The studies will review the condition and structure of the building in order to support the requirement to bring buildings into good repair, align with policy on smarter working and incorporate known operational requirements. The designs will demonstrate flexibility to allow for change within those requirements, as they are developed as part of the One Met Model, and over time in the longer term.
6. The focus is on creating a working environment that supports collaborative working based on mobile technology enabling teams to share information – this will support safeguarding where vulnerable individuals cross the paths of different teams as well as improving the operating efficiency of the space. The information from the design studies will inform decision making for PIB and IAB for the Outline Business Case which will be presented from October 2017. This will provide an opportunity to review the forecast investment requirement in the context of strategic and operational developments that may occur in the coming months that will be factored in the next, more detailed design for each project.
7. This paper requests approval to commence the feasibilities and detailed design work for Charing Cross and Belgravia in order to assist future decision making based on higher certainty cost estimation.

8. Feasibility studies have been undertaken at both Charing Cross and Belgravia which showed that significant investment is required to bring them up to current building standards and improve welfare facilities. There have been no major works to Charing Cross for around twenty years. Belgravia requires works to replace the existing elevations of the building. Space utilisation studies have revealed that existing desk space is not used efficiently at either site. Both buildings are critical to efficient and effective policing into the long term. The detailed design work will define more accurately the likely costs and design benefits to inform PIB and IAB for final decision making as to whether to progress this work. The Full Business case will be presented by November 2017.

## **C. OTHER ORGANISATIONAL & COMMUNITY IMPLICATIONS**

### **Equality and Diversity Impact**

1. 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.

### **Financial Implications**

2. The improvement of the MOPAC estate to meet operational requirements is a core deliverable within the Police and Crime Plan 2017 - 21. The approved capital programme includes provision to undertake the proposed expenditure

### **Procurement Implications**

4. Routes to market will be determined based on programme, budget, coordination and governance factors. It is likely that for all routes on an existing building a single stage traditional procurement route will be followed which will encompass the majority of projects. For new build schemes and potentially the major projects two stage design and build procurements will be considered if this route is the most suitable.
5. Already approved MOPAC frameworks will be used – both MPS and outside agency procured for the bulk of the transformation works.
6. The bundling, along with minimising the number of procurement actions will enable MOPAC to benefit from economies of scale facilitating cost avoidance and savings whilst optimising contract value and quality.

### **Legal Implications**

7. 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.
8. 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".
9. 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".

### **Risk (including Health and Safety) Implications**

10. 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 projects 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.

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

### **Environmental Implications**

12. The 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).
13. 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 refurbishments. 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 waste and 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.
14. 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 (lifecycle) stages.
15. 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

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