

**Police and Crime Panel
23 November 2015**

**Estates Capital Budget and New Ways of
Working**

PURPOSE

1. The purpose of this report is to update the Police and Crime Panel on the latest position in relation to the implementation of the estates strategy that is being implemented across the Force Area. The report also provides an update to the panel on other areas of New Ways of Working (NWoW) programme.

BACKGROUND

2. The current estate comprises 124 properties, covering over 214,000m² and costing £16.4m per year to maintain. Many buildings have high running costs, are poorly located and are not fit for future operational purposes. This Estates Strategy is in the context of an anticipated overall West Midlands Police budget reduction over the next four years of at least 25%, with consequent significant reductions in numbers of police officers and staff (and therefore linked reductions in estate requirements). Similarly, revised working practices, notably mobile working for police officers and staff, also reduces the estate need, as officers and staff will no longer be as dependent on police buildings to fulfil their duties.
3. The industry standard taken from the 'The state of the estate' HM Government Property Unit 13/14 suggests that the optimum Gross Internal Area (GIA) per person is 16m². Based on our average building size this equates to desired end state of approximately 68 buildings at a running cost of around £9m per annum, a saving of 45% that would otherwise have to be met from other budgets, such as officer and staff posts. Therefore based on these assumptions our current estate is excessive for our requirement and is not sustainable financially.
4. In line with the established Estates Strategy agreed by West Midlands Police Authority in early 2012 and the supporting portfolio plan, the estate reviews were conducted on a geographical basis commencing with Walsall and Coventry. This review programme was paused in May 2014 for the selection of an Innovation and Integration Partner.

5. In July 2014, in support of the new partnership, a comprehensive baseline exercise of the WMP Estate was conducted providing the following:-
 - a. A consolidator tool - comprehensive understanding of each building by:
 - i. Size (m² GIA and Net Internal Area - NIA)
 - ii. Location (Department and LPU)
 - iii. Cost - Revenue (lease and running costs) and Capital (asset value)
 - iv. Building condition
 - v. Utilisation.
 - b. Scoring methodology using a weighted criteria producing an individual building score;

Table 1

Criterion	Detail	Weighting (%)
1	Rationalisation impact on service delivery	25
2	Ease of service re-provision	15
3	Building location positively contributes to the local/strategic policing strategy	20
4	Potential rationalisation cost	10
5	Building utilisation	7
6	Building condition category	8
7	Building efficiency category	10
8	Resource required to rationalise building	5

- c. Using the scores from above a profiled plan of the estate (Estate Portfolio Plan) was compiled. This was overlaid by a categorisation to support other estate dependent programmes of work.
 - i. Low Operational Impact
 - ii. Non-core buildings
 - iii. Operationally important core sites
- d. The above methodology was used to determine the future use of a particular property.

INFLIGHT – APPROVED PROJECTS

6. Table 2 provides an update on the estate changes that have previously been agreed and are being implemented.

Table 2

Central Birmingham	The Central Birmingham estate review is the consolidation of 6 buildings (Civic House, Aqueous 2, Aqua House, Aston, Steelhouse Lane and Edgbaston Police Stations) into Lloyd House. The project is in implementation phase and is expected to be completed to an agreed time schedule with the completion of Lloyd House in Autumn 2016.
Walsall	Two phased approach. Phase 1 – Refurbishment of Bloxwich PS and the creation of a Neighbourhood Policing Team (NPT) base in Walsall Civic Centre and the disposal of Walsall PS. Civic Centre in-going works completed subject to snagging, opening planned for early in the new year. Contract awarded for refurbishment of Bloxwich PS, works programmed to commence November 2015. Phase 2 - The rationalisation of 8 sites across the Walsall area; Willenhall & Brownhills PS & 6 NPT beat offices (Bentley Lane, Blakenhall, Delves, University Of Wolverhampton, Hope St and Rycroft); 4 beat offices have been returned to Landlord. Overall programme on schedule for completion in line with agreed timescales of Autumn 2016.
Coventry	Two phased approach agreed in January 2015. Phase 1 – Closure of 3 sites; George Pool Hse, Tile Hill and Radford PS. Project on schedule with 2 sites returned to the landlord. Radford planned for closure in before end of 2015. Phase 2 – this has been included in the wider WMP2020 estate review programme.
Modernising Custody Project	<p>Commissioned as part of the original programme, the Modernising Custody Project has a vision to 'improve public confidence through the provision of safe, secure and cost effective custody facilities that will help to speed up the investigation process, bring offenders to justice and support the provision of services aimed at breaking the cycle of re-offending'.</p> <p>Work is well underway to achieve this vision for custody includes the rationalisation of the existing custody estate to 6 sites across the force and the building of two new 60 cell custody suites in Oldbury and Perry Barr. Alongside this a new custody staffing model is being introduced, custody processes are being redesigned, the current custody software system is being enhanced and works to retained custody suites are planned.</p> <p>Both custody suites are due for handover in January 2016. This will mean the custody suites at Oldbury are 7 months behind schedule and Perry Barr 2 months behind schedule. Contract management processes continue to hold the contractor for the works to account</p> <p>The new staffing model has been partially introduced and the first set of savings made, with full implementation due as the Perry Barr Custody Suite becomes operational. Both custody process redesign and enhancements to custody software will be in place for the opening of both new custody suites, and works to retained sites will be commissioned and completed in conjunction with the rationalisation of the custody estate.</p>
Front Office Project	<p>Project delivered based on a cost effective public access model that increases efficiency and reduces the number of locations where the service was inefficient and under utilised.</p> <p>The new Public Contact Office model is based on 10 Public Contact Offices with consistent opening hours of 0800x2200hrs for nine sites and one 24 hour provision located in Birmingham (Birmingham Central PS until the completion of the new police station in Lloyd House).</p>

NON-CORE BUILDING ESTATE REVIEW

7. The Estate Portfolio Plan was reviewed following the publication of the WMP 2020 Blueprint. In consultation with local commanders a schedule of proposed non-core building closures was identified.
8. Non-core buildings are defined as not essential to support service delivery; they are either used for archive storage or office space. These buildings are poorly utilised and are close to other police facilities.
9. The schedule of 28 sites proposed for disposal will provide an annual saving of £1.3m in revenue costs (a 7.9% saving against current estate revenue costs), an estimated £7.3m in capital receipts and reduce our overall estate footprint by 22,254 m² (a 10.4% reduction). Exposure to £3.1m of backlog maintenance remedial works will also be removed. None of these sites are open to the public or has a front desk.

Table 3

Balsall Common NPT Base	Jewellery Quarter	Tanhouse Centre
Bartley Green	Kings Heath	Shirley
Dudley (inc 3 x car parks)	Kings Norton (inc Masshouse Lane Annexe)	Sparkhill
Billesley	Kingswinford	Staveley House
Canterbury Road	Longbridge	Stourbridge
Castle Vale	Netherton	Tettenhall
Graisley	Oxley	Warstock
Halesowen	Pennwood Court	Windmill House
Handsworth West	Perry Barr	
Heath Town	Sheldon	

10. Current occupants will be relocated to existing WMP estate, either in close proximity to the current building or for improved service delivery (as defined by the local commander) elsewhere on the estate. Therefore these closures will not impact on the service currently provided.
11. The sites are not identified as designated Public Contact Offices; they do not have custodial facilities and are not used for response policing. The closures would not impact on calls for service. These police buildings are not fundamental to service delivery; they are used as bases for officers to carry out administrative functions, which will diminish in importance as more mobile technology is introduced.
12. The implementation programme will take into consideration lease-end dates and other WMP programme interdependencies. Detailed implementation plans will be developed with local commanders in line with the disposal plan.
13. In conjunction with the local commanders this tranche of disposals would be delivered over a period of 24 months, commencing following a decision by the Police and Crime Commissioner. As part of the wider WMP 2020 programme the remaining estate will continue to be reviewed and further disposals are anticipated over the next 5 years as the new operating model develops.

COMMUNICATION ESTATES STRATEGY

14. West Midlands Police have kept the public, partners and staff informed of the process via a communications plan for all development and activities in relation to the implementation of the estates strategy. This plan ensures the public are sighted on future changes to the police estate and are engaged prior to disposals.
15. Partners across the West Midlands have been briefed on the plans and opportunities to work collaboratively so as to maximise efficient use of joint estate. Staff and internal users of the estate have been kept informed of project delivery.
16. For example, as part of the non-core building review a period of public engagement was undertaken, which was co-ordinated through Local Policing Units. This included a detailed overview of the plans provided to Members of Parliament, Local Councillors, Community & Ward Forums, Neighbourhood Watch, Key Individual Networks, Community Safety Partnerships and other key stakeholders.

NEW WAYS OF WORKING (NWoW)

17. The NWoW programme commenced before the contract with Accenture began. The benefits it will deliver have been incorporated into the WMP2020 Blueprint and management of the business change and integration elements will fall within the terms of the contract with Accenture. The NWoW vision is to 'increase choice in the way we engage with our people, assets, infrastructure and technology, to provide services in flexible and effective ways that meet the needs of customers and stakeholders'.
18. There are 4 projects which sit under the NWOV Programme:-

- **Birmingham Central Infrastructure** – As detailed already in this report the refurbishment of Lloyd House is progressing well with an expected completion date of Autumn 2016. The works will deliver a much improved working environment for officers and staff, whilst achieving more open and flexible floor plans that better meet modern ways of working. This will enable the building to accommodate more staff within the building meaning considerable savings can be achieved by ending city centre building leases and reduced liabilities relating to back log maintenance costs.
- **ICT Tools and Telephony** - The technology project is bringing much of the organisation's ICT (Information Communications Technology) up to date and improving service delivery choices. The new technology will enable the more effective use of workspace, improve and speed up communication between teams and individuals, and build a platform to enable a fresh approach to how business is undertaken allowing users to work remotely where the role is appropriate. This new telephone system roll out will complete in December 2015, testing of new laptops and Skype is on-going.
- **People & Culture** - The introduction of agile working is an integral part of the programme and work is on-going to ensure staff and officers fully embed new ways of working to maximise their performance as well as get the best out of the new working environment. This strand is being aligned with the development of the People and Leadership business case which is due the Organisational Change Board later this year.
- **Paperlite** - This work is virtually complete and has focused on reviewing physical records to ensure that only hard paper copies of records are kept that are absolutely necessary; this is essential as storage facilities in the refurbished Lloyd House will be significantly less than what was available pre-refurbishment.

FINANCIAL IMPLICATIONS

19. The approved inflight approved projects identified in this report will generate £4m of revenue savings and potential capital receipts of £6.1m
20. The closure of 28 non-core buildings identified in this paper would yield a reduction in annual revenue costs of £1.3m, a saving in backlog maintenance costs of £3.1m and potential capital receipts of £7.3m.
21. Any costs associated with the disposal of buildings detailed in this report are being met through existing devolved budgets.
22. The forecasted capital expenditure in 2015/16 relating to the NWoW programme (including Lloyd House) is £17.8m and £13.4m for the modernising custody programme.

LEGAL IMPLICATIONS

23. Schedule 1, paragraph 14, sub-section 1 of the PRSRA 2011 provides for the PCC to do anything which includes by virtue of sub-section 2(b) acquiring and disposing of property including land.
24. In accordance with the Policing Protocol, while decisions relating to the operational use of police premises rest with the Chief Constable and those under his or her direction and control, decisions relating to the disposal of assets held by the Police and Crime Commissioner rest with the Police and Crime Commissioner.

RECOMMENDATION

25. The Police and Crime Panel is asked to note the content of this report.