

Northumbria Police

Estates Strategy

2014 - 2017



Contents

Introduction

Governance

Strategic Objectives

Drivers for Change

- **MTFS**
- **Force Operating Model**
- **Estates Model Principles**

Completed Schemes

- **Newcastle City Centre Police Station**
- **Custody Estate Review**
- **Review of leases and Tenancies**

Planned Developments

- **NPT Bases**
- **Disposals**
- **Future Schemes**

Environmental Management

Funding

Risk Management

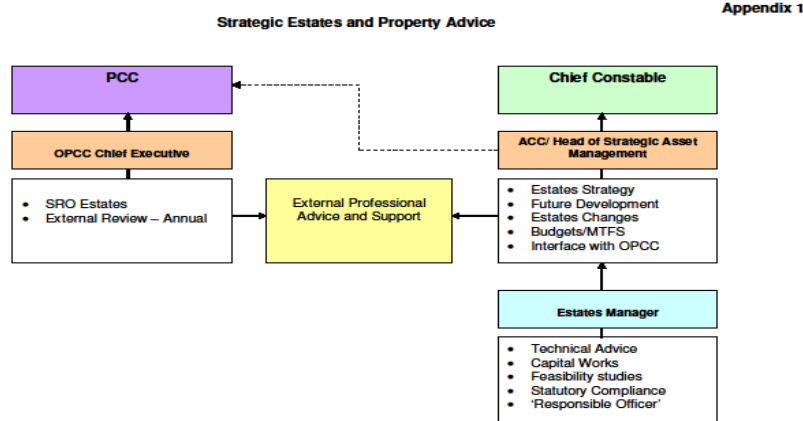
INTRODUCTION

1. The Estates Strategy 2011 – 2014 was a collaborative plan between the former Police Authority and the Chief Constable. A number of significant changes have happened in the interim which change the nature and focus of the proposed Estates Strategy 2014 – 2017.
2. The Police and Crime Commissioner [PCC] assumed responsibility for the Force estate on election to office in November 2012. An PCC commissioned report from the District Valuation Service [DVS] in 2013 provided an independent assessment of the services provided by both the former Police Authority [Gateshead Council] and the Estates Department within Northumbria Police.
3. This led to the Property Advisory Service with Gateshead Council being terminated in May 2013. The functions previously undertaken by Gateshead Council were transferred to the Estates Department within Northumbria Police.
4. A fundamental review of the Estates function within Northumbria Police was undertaken in 2014 to establish a fit for purpose unit capable of delivering the necessary key strategic and operational objectives over the short to medium term.
5. The overarching aim of the Estates Strategy is to provide a fit for purpose property asset portfolio that supports and enables the delivery of the Police and Crime Plan objectives.
6. Property assets have to be managed and used in the most efficient and effective way to ensure that there is the best possible fit between business strategy and estate provision. The Estates Strategy 2011-2017 sets out a bold plan to radically change the way in which the estate is procured and managed to make a significant contribution to the achievement of the MTFs whilst continuing to meet operational policing needs.

GOVERNANCE

7. The Office of the PCC [OPCC] is now responsible for the acquisition, management and disposal of all building and related assets. The Chief Constable remains responsible for determining the operational need and use for these assets.
8. **Appendix 1** below sets out the revised governance model for the delivery of Estates advice and support functions to the PCC and Chief Constable. The key elements are:
 - Strategic advice to be provided to the PCC and the Chief Constable by the Head of Strategic Asset management via the ACC Corporate Services.
 - The technical / specialist elements of any advice to be provided to the Head of Strategic Asset Management by the Estates Manager.
 - The Head of Strategic Asset Management will be the main contact with the OPCC and the Chief Officer Team.
 - The Chief Executive of the OPCC will be the Senior Responsible officer for the Estates Strategy within the OPCC.

- External professional advice and support will be commissioned on a case by case basis by the OPCC and Head of Strategic Asset Management to meet any specific shortfall in either capacity or capability.



STRATEGIC OBJECTIVES

9. The primary objectives of the Estates function are to:

- Develop and maintain an Estates Strategy
- Plan for future estate development in line with OPCC strategic business objectives
- Manage and lead estate change to ensure minimum disruption to operational business
- Investigate the availability and suitability of options for premises and facilities
- Undertake feasibility and development appraisal studies
- Contribute to the achievement of the MTFS

DRIVERS FOR CHANGE

Medium term Financial Strategy

10. The primary driver for change over the next 3 years is the need to make efficiency savings in order to meet the budget targets whilst maintaining effective front line policing.

11. During the CSR1 to 2014/15 the Force had to find £91.9m savings. The MTFS to 2017/18 requires a further £40.5m savings to be identified and delivered. The Estates contribution to the MTFS to 2017/18 is to achieve circa £3.25m revenue savings and to realise capital receipts of over £30m from the disposal of existing assets.

Force Operating Model

12. From April 2015, the Force will move to a new, streamlined operating model based around the following core elements:

- Reduce from 6 to 3 Area Commands
- Create fewer, larger, 24/7 Response 'Hubs'
- Base Neighbourhood Policing teams closer to their local communities
- Crime resources to be based around 4 key operational sites

13. In addition, the Force will retain at its core the need for visibility, accessibility and sensitivity to local needs and will pool information, resources and activities to ensure maximum impact/outcome at minimal cost by maximising the opportunities provided through the use of developing technologies, systems and other innovation.

Estates Model Principles

14. In order to achieve the above requirements, the following core principles will be adopted in reshaping the Estate:

- Maximise use of existing premises through improved space planning and utilisation
- Target older and more expensive to run buildings for disposal
- Move away from owning to leasing wherever possible, as long as it is cost effective to do so
- Increased involvement with partners and other organisations where possible
- No building will close until suitable alternate bases for NPT have been found
- Buildings will be accessible to the public with the same opening times as now

15. Underpinning the above is a set of agreed workspace standards will improve space utilisation and contribute to reducing demand for workstations through both efficient use of space and increased densities and more mobile and agile working.

COMPLETED SCHEMES

Newcastle City Centre Police Station

16. In November 2010 the former NPA approved the scheme and estimate for Newcastle City Centre Police Station and the acquisition of the Forth Bank site from Network Rail. The total estimated cost of the project was reported as £36.75m. This included construction and fit out costs of £31m and land costs of £5.5m. The scheme was successfully completed in July 2014 and officially opened in September 2014.

17. The new facility has greatly facilitated the movement of staff from the HQ site as well as providing much needed up to date Custody provision and creating one the main 24/7 Response hubs for the Central Area Command.

Custody Estate Review

18. The opening of the new Newcastle Central Police Station at Froth Banks with its state of the art 50+ cell custody suite and the refurbishment of Southwick Custody suite has led to a rationalisation of custody provision across the Force. There are now 4 main fully operational custody suites – Newcastle Central, Southwick, Middle Lane and South Shields. Other suites will remain as resilience and back up but will not be staffed full time by custody officers.

Review of Leases and Tenancies

19. A first principles review of leases and tenancies was undertaken in 2014. This identified a number of issues and gaps. Revised protocols has been implemented to ensure that all future leases and tenancy agreements are established and reviewed in line with best practice and are signed off via the OPCC.

20. The lease of the property at Crow Hall Road terminates in December 2015 and plans are in place to vacate property in good time. Concerns over the safety of the cells at Pilgrim Street used by the Magistrates Court led to them being decommissioned.

PLANNED DEVELOPMENTS

Neighbourhood Police Bases

21. **Appendix 2** sets out the proposed plan for the rationalisation and reprovision of Neighbourhood Police bases. A key element of this plan is the increase in the number of bases which are leased (as opposed to owned) and the significant number of bases where there will be co-location with partners and other agencies in line with the PCC's objective to increase collaborative and partnership working.

22. Consultation with partners, local policing teams and the community is undertaken before each proposed base is signed off and agreed.

Disposals

23. **Appendix 3** sets out the list of properties to be disposed of during the period of the strategy.

24. There are a number of significant assets scheduled for disposal including **Market Street and Pilgrim Street** in Central Newcastle and **Gillbridge** in Sunderland City Centre.

25. The most significant disposal is the sale of the **Force HQ** site at Ponteland for major housing development. Outline planning permission has been granted. The site has been marketed and a preferred developer appointed with a view to completing the sale in 2016.

26. In addition to operational sites, a review of **Police Houses** in 2014 concluded that there was no operational need for these assets. Accordingly, they have been brought within the overall disposal strategy to help maximise capital receipts.

27. It is planned to dispose of all **Radio Masts** [16] following a review to maximise rental and other income from them.

Environmental Management

28. The Force acknowledges that as a major employer and provider of services to the community, its activities and operations will inevitably have an impact on the environment. Embedded within the endeavour for environmental responsibility is the consideration for carbon reduction and energy management within the assets held by the Authority.
29. There are a number of key factors which are driving the Force & Authority to improve environmental management across the organisation and reduce emissions:
- Climate change
 - Carbon Reduction Commitment (CRC) Energy Efficiency Scheme
 - Display Energy Certificates (DECs) on all buildings >1000m²
30. The Force agreed a Sustainable Development Strategy [SDS] covering 2012 -2014 which sets out how it will manage performance to reduce their environmental impact and demonstrate the organisation's commitment to continual environmental improvement which incorporates improved building management.
31. The Sustainable Development Strategy is due for review and this will be undertaken by the newly appointed Sustainable Development Officer in 2015.

FUNDING

32. A number of changes requiring the reorganisation of business within the Force as part of the new Force Operating Model has resulted in the relocation of some staff to alternative premises in line with new organisational structures and the current estate has been adjusted to meet these changes as required.
33. The revised operating models are likely to realise revenue savings and capital receipts from changes to the future use of the estate. Initial estimates have been built into the capital programme to support the refitting of property to provide capacity within the estate once the review is concluded.
34. The following budgets have been set aside to enable the development and delivery of the overall Strategy:

	2015/16 £m	2016/17 £m	2017/18 £m
Capital	3.715	0.776	0.349
Revenue	8.957	8.465	8.753

RISK MANAGEMENT

35. The development and implementation of this strategy mitigates the risk of failure to manage an effective estates function which would impact on operational efficiency, financial planning, optimum use of resources and sustainability. It is the nature of this strategy that on occasion positive risks will be taken to maximise successful outcomes. The implementation of this strategy will give rise to positive risk benefits whereby rationalisation and efficient use of the estate will result in a reduction of capital and revenue costs associated with estate management.

APPENDICES

Appendix 2 - NPT Bases Reprovision



NPT Bases. update
111215.xls

Appendix 3 – Disposal Schedule



Northumbria PCC
Property Assets List I