



**Lancashire**  
**Constabulary**  
police and communities together

## ITEM 7

**REPORT TO: Strategic Scrutiny Meeting**

**DATE: 15<sup>th</sup> March 2017**

**AUTHOR: Claire Livesey, Estate Manager**

**SUBJECT: Estate Department update**

### 1. Issue for Consideration

1.1. The purpose of this report is to provide an update to the Commissioner in respect of the Estates Department function.

### 2. Recommendation

2.1. The Commissioner is asked to note the current status and work being undertaken.

### 3. Background

The Estates Strategy was agreed by the Commissioner and Chief Constable in April 2014, which covers the period 2014-2019. This report updates the Commissioner as to progress against the objectives set within this strategy document.

Attached at Appendix A is the current position mid-term, as at 2017

#### 3.1 Major capital schemes progress:

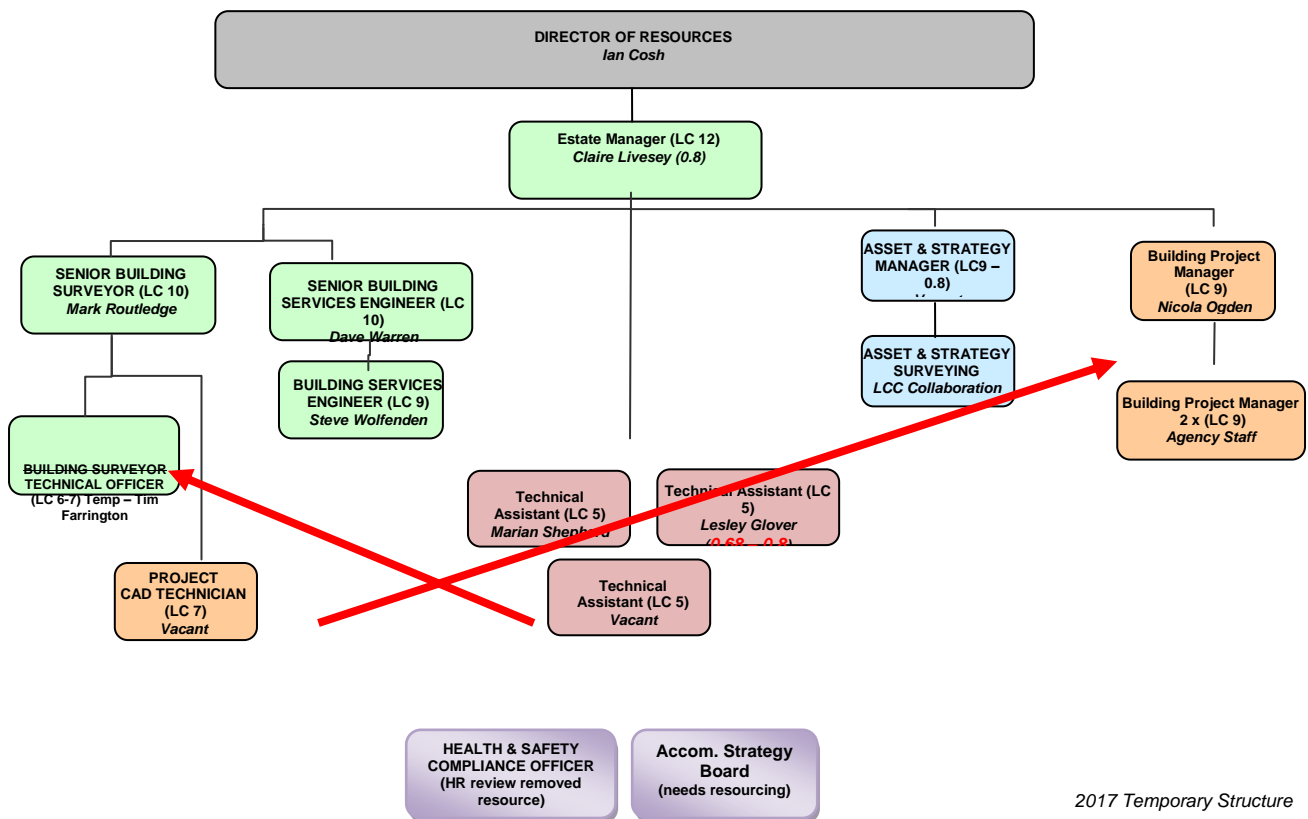
3.1.1 **Accrington:** Police are now located at Broadway premises, Accrington and the surplus station at Spring Gardens is currently being emptied, searched and decommissioned. MOJ handed back the lease to the Police and settled outstanding service charges of £66k on 11<sup>th</sup> February 2017, allowing the PCC to receive the full capital receipt for the Police Station and the Courts building. Hyndburn CCTV are currently vacating and have assured Estates and the PCC's office of vacant possession no later than 1<sup>st</sup> June 2017, the PCC has offered a contribution of £9310 to enable the new hub at Blackburn to replace the existing Accrington and Blackburn police station CCTV function.

- 3.1.2 Blackpool:** Construction has commenced on the site for the new Blackpool DHQ. Forecast handover date remains the end of April 2018 which will then commence the inductions, commissioning and phased relocations from Bonny Street (and other locations) to the new premises. COG and PCC are kept up to date on progress at the Strategic Project Group meetings.
- 3.1.3 Blackburn new town centre** lease has been signed, contractors start on 3 April and construction works should be complete in July 2017. Commissioning and moves will then take place before the facility is fully operational.
- 3.1.4 Skelmersdale police station** requires a major refurbishment scheme and is currently out for expressions of interest with contractors through the North West Construction Hub framework. Work is required due to water ingress and failure of the concrete cladding which has resulted in the premises being dangerous. Flexible working, staff wellbeing and place based policing all require internal reconfiguration to meet modern policing needs. Also the backlog maintenance that Estates have identified in the Condition survey process will be done at this time. It is envisaged the project will be in the region of £3m to ensure the briefing base is fit for the next 40-50 years.

**Estates Department update:**

- 3.1 Staffing** – Following interviews on 21 December 2016, Claire Livesey has been offered temporary Estate Manager to 31 March 2017, following the vacation of role by Bob Kay in October 2016.
- 3.2 Support Services Review** - Support Services are currently being reviewed with a view to implementing the leadership structure by 31 October 2017 and then look at the structures of the functions and demand analysis before proposing new structures.
- 3.3 Department Structure** – due to work load demand a temporary structure, shown in the Organisation Chart, is in place while the Support services review is carried out.

**ESTATES DEPARTMENT STRUCTURE**



2017 Temporary Structure

Following reviews, restructures and changes of personnel within the department it is apparent that the Estates function needs to review all the processes and functions carried out to ensure the department structure is resourced correctly to meet demand and deliver a compliant, safe and fit for purpose Estate. A programme of gap analysis and review of Estates policies, procedures and plans has been commissioned, procured through the SCAPE framework, Perfect Circle has been instructed for 20 hours initial scoping work (cost capped at £4800). This work should highlight gaps and form the basis of an action plan of work required which will be a baseline for the review when analysing workload and demands. Staff within the department are working with Perfect Circle to enable this scoping exercise designed for the PCC's property management requirements and produce relevant targets, actions and gaps for the Estate. Focus will be on the Mechanical & Electrical (M&E) Strategy, capital plan for major refurbishment or replacement of premises and custody upgrade programme.

#### 4. Implications

<b>Financial:</b>	No request at this time.
<b>Legal:</b>	None known
<b>Equality Impact Assessment:</b>	None known
<b>Risks and Impact:</b>	None known
<b>Link to Police and Crime Plan:</b>	Yes

#### 5. List of attachments / appendices

Appendix A – Update to Estates Strategy objectives

#### 6. Background Papers

Appendix A

	Objective	Progress	Comment/RAG
1	To support the objectives of the PCC's Police and Crime Plan	<ul style="list-style-type: none"> <li>• <i>Working effectively with our partners. Maximising opportunities for collaborations and shared service arrangements.</i> LCC Estates Management Collaboration continues to provide services and support to the Estates Department. Key roles include GP RICS surveying, Valuation services and CDM health and safety.</li>   <li>NWAS are currently sharing Police property at Barnoldswick and have now accepted terms offered for space at Rossendale Operating Centre, Waterfoot.</li>   <li>Estate Manager attends Lancashire Combined Authority Property Board and continues to engage with the One Public Estate (OPE) initiative. An OPE bid with Lancashire County Council to seek shared vehicle maintenance premises for LCC, Police and Fire Service, was unsuccessful.</li>   <li>Estates continue to provide support and advice to the Forensic Academy team to ensure the terms between UCLAN and PCC are mutually acceptable.</li>   <li><i>Streamlining and maximising the use of our property. Objectives 3, 5 &amp; 6</i></li> <li>• <i>The draft 5 year capital programme includes the replacement of police stations in Blackpool and Hyndburn. Objective 9</i></li> <li>• <i>Maintain a visible policing presence. Maintain the Neighbourhood Policing approach to policing. Objectives 3 &amp; 5</i></li> </ul>	Green

2	To support operational policing needs	<p>Accommodation strategy board was approved and implemented in March 2016, to co-ordinate moves and accommodation requests to ensure they were in line with the Strategic objectives of Estates and the Constabulary needs.</p> <p>Resource is required to deliver board and delivery group levels, ToRs, control, co-ordination and managing of the processes. Budget provision is required for works approved by ASB, as Estates R&amp;M budgets do not include this work.</p> <p>Division plans have been presented earlier this year and Futures are currently seeking approval of the plans to prepare a high level time frame for all key stakeholders to work to. Potentially a significant impact on the Estates team to scope, design, plan and manage the building changes.</p>	Amber/Red
3	Utilisation of buildings - ensure buildings are fully utilised	Occupancy Efficiency Assessments are carried out annually. As mentioned, the new division plans being co-ordinated by Futures will change many stations and OEA will be proposed to be run following all the changes.	Green
4	Maintained and legally compliant properties	<p>Planned Preventative Maintenance (PPM) and Miscellaneous Minor Works (MMW) programmes are currently being finalised for 2017/18. PPM budget is £865k and MMW has been increased from £500k to £1m per annum from 1 April 2017. As part of the review of Estates functions, a recommendation will be to prepare 3-5 year plans to ensure key stakeholders are sighted on schemes in advance to support delivery from Procurement, ICT, Finance and others.</p> <p>PPM work ensures the accommodation is maintained and fit for purposes. MMW is capital funding which significantly upgrades accommodation adding value to the premises.</p>	Amber/Red
5	Review NHP offices, licensed and leasehold premises	A review of all rented accommodation was carried out in 2015 which achieved savings of £327k.	Green

6	Review Estate not previously captured in the 2010 Estates OR	<p><b>HQ Review – COG and PCC have agreed in principle to rationalise to 1 secure site if possible at Hutton.</b></p> <p>Myerscough College are willing to sell direct to the Police and we have received an offer from them, however using a high multiplier on the land as they believe there is significant monetary advantages to acquiring this land and therefore being able to develop Moor Farm site on Lindle Lane. Estates are now in negotiation however both parties agree there will be a mutually acceptable position achievable.</p> <p>Estates are developing plans to identify surplus, inefficient, aging building stock at HQ and prepare plans propose to SRBC planning department for new modern efficient building at HQ. This would incorporate several phases to deliver secure/public accessible areas, shared estate/working practices with other public sector partners.</p> <p>A report will be submitted to COG and PCC with an updated position once the above work has progressed.</p>	Amber
7	Reactive maintenance service to support Facilities Teams at HQ & BCUs	Regular meetings with Business Support Managers have been reintroduced by Estates. New review proposals include the maintenance staff to be centrally managed by a hard FM Estates function, which will enable an end to end process for reactive maintenance and repairs for the whole of the County.	Amber/Red
8	Improve communications and working relationships with Contracts and Procurement Department	<p>A significant amount of work has been done in this area, as highlighted below:</p> <ul style="list-style-type: none"> <li>• Dedicated Procurement Category Officer that provides support to the estates team and category</li> <li>• Introduction of Procurement toolkits</li> <li>• Designated procurement pathways eg framework offerings</li> </ul>	Green

		<ul style="list-style-type: none"> <li>• Contribution to CLEP (Collaborative Law Enforcement Programme)</li> <li>• Joint forward plan of projects – estates and procurement</li> <li>• Collaboration with other public sector organisations eg LCC to use suitable frameworks</li> <li>• Engagement with local suppliers in the form of joint meet the buyer events</li> <li>• Training / briefings at departmental meetings for all staff</li> <li>• Introduction of social value evaluation criteria to all Estates procurement/tenders</li> <li>• Compliant spend within the Estates category is 79% for 2015/16 – this has improved significantly as it stood at 65% in 2012/13 – aiming for 90% compliance over the next 2 years</li> </ul>	
9	Invest in the building stock	Work is being undertaken to analyse and report on the funding required for the aging Estate. Budgets need to be secured for the requirements of capital, MMW, PPM, Accommodation Strategy Board and environmental savings initiatives. Gaps and business cases for budgets required include: capital schemes for major investment due to aging building stock, agile working footprints, custody upgrades to ensure compliance and fit for purpose and place based policing requirements.	Red/Amber