



Lancashire
Constabulary
police and communities together

ESTATE STRATEGY

2014 to 2019

Final Version 1.0

STRATEGY OWNER – POLICE AND CRIME COMMISSIONER

BACKGROUND

The Estates General OR was undertaken in 2010 by the Estates Department. A rationalisation process was created to identify properties which were not fit for modern day policing methods and expensive/inefficient to run. The matrix and process designed was so successful that Lancashire's system has been adopted by the National Policing Estates Group (NPEG) as the Estates Rationalisation Framework for use by all other Police Forces. The OR found 34

properties which were identified and recommended for disposal. The Estate would therefore reduce over a 3 year period by 25% of the total number of buildings force wide and 6% of total floor area. With an aim of forecast revenue savings in the region of £316k per annum and capital receipts of approximately £4.73m by 31 March 2015.

NPEG Benchmarking reports in 2013 and 2010 provide information for the following comparisons.

The Estate has reduced from 122 properties with a (Gross Internal Area) GIA of 130242 M2 in 2010 to 110 properties with a GIA of 98,037 M2 in 2013. That is a GIA reduction in the Estate of **32.85%** achieved by 31 March 2014. Since then we have reduced the Estate further by the ongoing implementation of the Estates OR.

The Estate is made up of 94% freehold and 6% leasehold. The Constabulary chose not to use the Private Financial Initiative (PFI) and therefore no properties are subject to this type of arrangement.

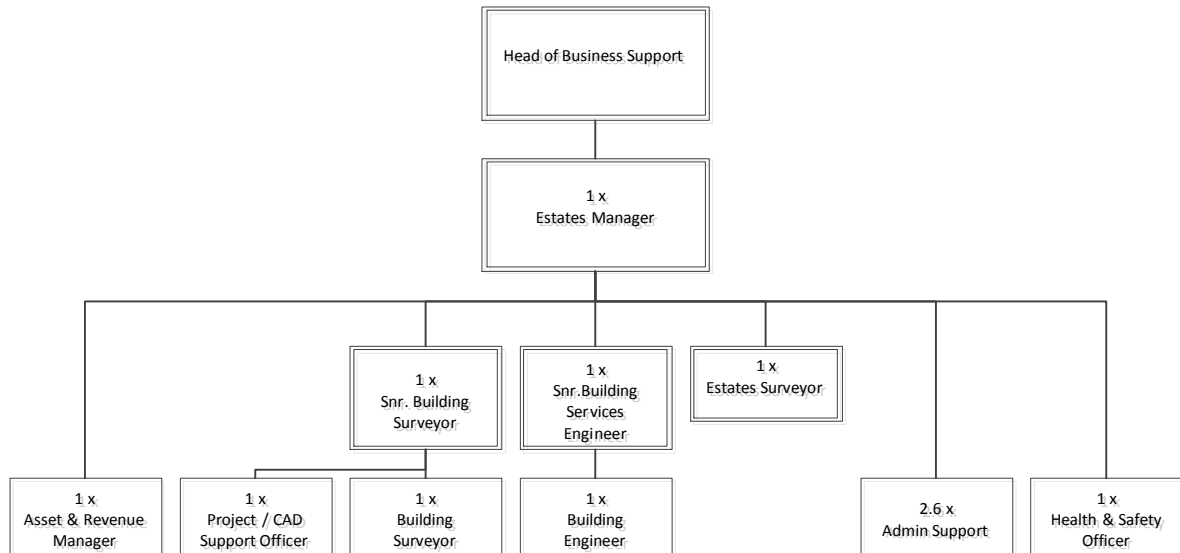
The Estate supports in the region of 5,600 FTE's made up of police officers, support staff, PCSOs and Specials. The users of the buildings have not reduced significantly over the last few years, despite reducing officers and support staff due to the numbers of flexible working arrangements, special constable numbers now being included and shared working arrangements. Note the 5,600 figure does not include partner organisation staff.

2013 Business Support Review:

The Business Support Review undertaken in 2013 recommended significant reduction to the Estates Department staffing levels. The recommendation will reduce staff from 18 to 12 and would reduce the 2013 staff cost from £741k per annum by £340k. This will result in an annual revenue saving on staff wages of **54.1%**.

The review also recommended the combining of the capital team and budget with the Maintenance team and miscellaneous minor works budget. Therefore reducing duplication of roles/tasks within the department and reduce the capital spend by £400k.

The Estates Department Structure as from 1 April 2014:



The Police and Crime Commissioner is the registered title owner of the Lancashire Estate and as such is key to the Estates Strategy. The Police and Crime Plan refers to the Estate as follows and these points must form the foundation to activities undertaken by the Estates Department.

BUDGET:

*Working effectively with our partners
 Maximising opportunities for collaborations and shared service arrangements Streamlining
 and maximising the use of our property*

In addition to the revenue budgets I have a capital programme to deliver. The draft 5 year capital programme includes the replacement of police stations in Blackpool and Hyndburn....Capital investment is important to make sure the constabulary has the infrastructure it needs to do the job properly

MY POLICE & CRIME PRIORITIES DEFEND

FRONTLINE POLICING:

Maintain a visible policing presence

Maintain the Neighbourhood Policing approach to policing

ESTATE STRATEGY STATEMENT

The Estate Strategy is compiled to ensure that the PCCs property portfolio is managed efficiently, achieving value for money and savings and delivering the requirements of the Police and Crime Plan, whilst promoting the local economy, where practicable, and ensuring the Constabulary is equipped to meet its operational needs. Ensuring buildings are fit for purpose and be responsive to changes of policing delivery methods in the short and medium term. The Estates Department will continually review the property portfolio for its effectiveness to meet PCCs requirements and operational policing needs, taking in to account other factors such as condition, location, size, utilisation, efficiency, running costs, shared services and future investments. Not least the strategy takes account of the difficult economic climate and the austerity measures which demand a change of approach. In consultation with the PCC and Divisional Commanders a portfolio will be maintained which meets requirements, retains visibility and will proactively seek shared accommodation with other public sector organisations.

PURPOSE

The aim of this strategy is to ensure that the Estate portfolio is fit for purpose, legally compliant and reactive to the needs of its users and opportunities to share services with other public sector organisations. Estates must provide accommodation in the right location, in good condition to ensure that the Constabulary is equipped to meet its operational needs.

ESTATES FACTS

Baseline data is supplied by the National Police Estates Group (NPEG) – Appendix 1. NPEG Benchmarking provides key Property management information on Lancashire's portfolio and key information on 38 member forces, which can be used as the foundation to successfully manage the Estate.

- **Estates total budget for 2014/15 is £7.434m per annum. Of this, £2.34m is energy, £2.14m is rates and £1.579m is service contracts and maintenance of buildings.**

- **Cost of Estates is 3.18% of the total Force Gross Revenue Cost – force national average is 3.97%**
- **Total Costs of Estate is £1609 per FTE (not including Specials) – force national average is £2372 per FTE**
- **110 Properties offer 98,000M2 of Gross Internal Area at a cost of £86 per M2 – Lancashire are 4th cheapest per M2.**
- **GIA tenure - 94% are freehold and 6% are leasehold. No PFI.**
- **48% of the Estate was constructed post 1976. 17% of the Estates was constructed pre 1945.**
- **77% of maintenance work is planned and 23% is reactive**
- **Approximately £175k is recharged to partnership users for services contribution to premises.**

OBJECTIVES

Estates main objective is to continuously review the Estate, ensuring that it evolves with the requirements of modern day, operational policing needs and serves the needs of the Lancashire community, especially those identified as higher risk.

Objective 1: To support the objectives of the PCC's Police and Crime Plan

Objective 2: To support operational policing needs

Objective 3: Utilisation of buildings - ensure buildings are fully utilised

Objective 4: Maintained and legally compliant properties

Objective 5: Review NHP offices, licensed and leasehold premises

- Objective 6:** Review Estate not previously captured in the 2010 Estates OR
- Objective 7:** Reactive maintenance service to support Facilities Teams at HQ & BCUs
- Objective 8:** Improve communications and working relationships with Procurement Department
- Objective 9:** Invest in the building stock

HOW WILL WE ACHIEVE OUR OBJECTIVES

Objective 1: To support the objectives of the PCC's Police and Crime Plan.

- *Working effectively with our partners. Maximising opportunities for collaborations and shared service arrangements. **These are detailed under Influencing Factors***
- *Streamlining and maximising the use of our property. **Objectives 3, 5 & 6***
- *The draft 5 year capital programme includes the replacement of police stations in Blackpool and Hyndburn. **Objective 9***
- *Maintain a visible policing presence. Maintain the Neighbourhood Policing approach to policing. **Objectives 3 & 5***

Objective 2: To support operational policing through engagement with key stakeholders. The Strategic Business Managers (SBMs) are the key link between Estates and operational policing. Business Support Managers (formerly Facilities Managers) are integral to the local delivery of maintenance and legislative routines in order to control costs and ensure statutory compliance. Regular meetings are already held and these need to be continued.

Objective 3: Utilisation: Occupancy Efficiency Assessments (OEA) to be undertaken and the Estate benchmarked against Lancashire's 2013 utilisation figures and with other most similar forces, taking in to account national averages and best practice.

Freehold Police Stations have reduced following the 2010 Estates OR from 50 to just 35, which considering the geography of Lancashire, would seem a relatively small number. If any buildings are found to be underutilised, look at collaboration and partner sharing opportunities, either in our current stock or partners' building. Ensure police

retain a presence and visibility where required. If buildings are found to be over-utilised, look at options including collaboration and partner sharing opportunities, hot-desking and flexible working.

Undertake OEA in April/May 2014 in conjunction with local BCU implementation teams and Facilities teams. Use benchmarking financial data available in July/ August 2014. Assessment and recommendations by October 2014.

Objective 4: Stock condition surveys are undertaken every 5 years by the in-house technical staff to ascertain the current condition of the buildings and to enable maintenance to be accurately planned over the survey period. The plethora of building related statutory and legislative requirements are managed by the same in-house team and covers specialist areas such as asbestos, Legionella, lifts, fire alarms, electrical installations, etc etc. Relevant records are to be made available to those who need the information, including Business Support Managers and their teams.

Records to be available on shared facility by May 2014

Objective 5: Neighbourhood Policing is a key element to Lancashire's policing delivery. Despite this NHP offices have reduced from 75 in 2010 to approximately 35 in 2014. Audit the NHP offices for location and use by operational policing. Ensure that these offices are in the right location, based in amber/red NNI (Neighbourhood Needs Index) areas, so that local communities, in higher risk areas, are served by the police. Review all leased and licenced premises within the portfolio for cost value and utilisation levels. Audit undertaken April – May 2014

Objective 6: HQ and Lindle Lane site were not included in the 2010 Estates OR. It accounts for 40% of buildings, 31% of GIA. Liaison with the Learning & Development Department to assess the usage of buildings as a result of the Lancashire and Cumbria collaboration and to ascertain the impact this may have on the running costs. 2013/14 Benchmarking figures will be available in July/August 2014 and will be used as baseline information to assess cost and (in)efficiencies of the buildings at HQ. Condition survey information, OEA and the Estates Rationalisation Matrix are to be used to assess and make appropriate recommendations.

Objective 7: A new Reactive maintenance service to be designed following the Business Support Review recommendation to cease the Oakleaf Maintenance Manager software and dedicated Help Desk post. A focus group to identify stakeholders, management information required and response levels/support for the Facilities Teams at HQ and BCUs. Focus Group arranged in February 2014.

New "Repairline" process to be implemented by April 2014.

Objective 8: To engage with relevant internal departments particularly ICT and Procurement in order to take advantage of their specialist knowledge. This includes the introduction of standard procurement practices to Estates as a BAU principle. Actively look to utilise frameworks and/or collaborations where appropriate, as a cost effective and low resource best practice option. Ensure information is supplied to Procurement to allow all Estates contracts to be loaded on to Bluelight Police Contracts Database (BLPD) as part of the central contracts register.

All contracts to be on BLPD by Oct 2014.

Objective 9: The Business Support Review recommended that the dedicated capital team and the R&M technical team be amalgamated. The Miscellaneous Minor Works (MMW) Capital budget has been reducing over recent years and will be set at £500k for 2014/15. The MMW budget will be managed with the Planned Maintenance budget to ensure that schemes are run together, by the same team, on the most needed premises. There is also Capital funding agreed for replacement stations in Blackpool and Accrington. These schemes are currently undergoing options appraisals, including the use of partner accommodation, which will be reported to the PCC and SMT under separate reports.

As is demonstrated by the proportion of planned to reactive maintenance, a proactive approach to the management of buildings ensures that the facilities are in good condition and meet the needs of the users. It is clear that planned maintenance, as identified through the cyclical Condition Surveys aforementioned, results in a reduction in reactive maintenance, which is more costly and has the potential to cause more disruption to building users.

CONCLUSION

From April 2014 the Estates Department will form an Estates Strategic Group to meet on a regular basis to increase the communication and working relationships of key stakeholders to the Estates function. Members will include a representative of the PCC together with Strategic Business Managers, Estate Manager and Head of Business Support.

KEY FACTORS

Continuous review and OEA of the Estate will identify under-utilised properties.

Options to be assessed, including:

1. Shared premises with other public sector organisations to increase use of the building and retain a presence in identified higher risk communities.
2. Disposal of asset if determined to be unfit for purpose (due to location, size, inefficiency, etc) the business case should reflect if a provision needs to be retained in the area to ensure the required investment is found.

Efficiency of buildings from an energy and carbon usage is essential. Using the NPEG benchmarking figures to identify the force average cost and consumption per m², the least efficient buildings will be targeted for improvement. These will be assessed and prioritised to provide the minimum investment payback period and will be funded from the Energy Savings Initiative budget. Given the ever increasing energy costs, it is important to ensure our buildings become more energy efficient and therefore reduce the Constabulary's utility costs and carbon footprint. Procurement of energy is a further opportunity to manage the risk of cost increases in what is a volatile commodity market.

Collaboration and Shared Service opportunities with other public sector organisations will be explored. This approach has already commenced through a letter of intent with LCC, with a view to sharing a service in respect of General Practice Surveying. A further shared service opportunity may also exist in respect of the energy and environmental function. This would ensure legislative compliance in this evolving field and strategic advice to reduce carbon footprint through energy efficient best practice methods. Collaboration also ensures we meet the PCC commitments to Lancashire and the National Audit Office/Home Office targets.

REVIEW

This strategy will be reviewed annually by the Head of Business Support, Assistant Commissioner and Estates Manager

Appendix 1

NPEG Executive Inter Force Report 2012-13