



Cambridgeshire
Police & Crime
Commissioner

To: Business Coordination Board

From: Chief Executive

Date: 22 January 2016

ESTATE STRATEGIC PROGRAMME FOR FRONTLINE POLICING 2016

1. Purpose

- 1.1 The purpose of this paper is to report to the Business Coordination Board (“the Board”) work being undertaken to ensure that the estate occupied by Cambridgeshire Constabulary (“the Constabulary”) is managed and developed in such a way as to support the changing requirements of frontline policing and the wider organisational objectives of the Constabulary as set out in the Cambridgeshire Policing Plan.
- 1.2 The paper outlines the strategic direction of the Estate, having regard to the Agile Working, Contact Points and Collaboration, and to demonstrate how an annual saving of circa £700,000 can be identified by the end of the 16/17 budget year.

2. Recommendation

- 2.1 The Board is requested to note the contents of this paper and approve the structure and direction of the programme.
- 2.2 Detailed papers will be prepared as individual assets require a formal Decision Notice.

3. Background

- 3.1 The implementation of mobile technology is having a major impact in the way local police teams work, allowing officers to send and receive real-time information while out and about, reducing the need to return to a fixed base to complete paperwork and increasing the amount of time they can be visible in their communities. Enquiry offices, interview rooms, meeting rooms, custody, agile working areas, locker space and radio charging points etc. are still required but the new working methods support estate rationalisation without adversely impacting on frontline policing.

- 3.2 Future savings made by rationalising places rather than people enables a more modern approach to public engagement, making local policing more accessible and visible. A good example of where this works in practice can be seen in the roll-out of Police Contact Points across the county, typically sited within busy supermarkets and currently located at Peterborough, St Neots, Cambridge, Wisbech, Cambourne and Chatteris.
- 3.3 As collaboration has progressed a number of departments have been restructured or collaborated to new sites and this has resulted in some areas of the current estate becoming underutilised as evidenced at Chord Business Park.
- 3.4 With the Constabulary continuing to face financial challenges, with a further £6.7m of savings to be found by the end of the financial year 2019/20, it is clear that fixed cost resources such as buildings and maintenance need to be reviewed and, where possible, budgets reduced to contribute to the maintenance of frontline policing resource.
- 3.5 2015/16 workforce numbers (Establishment FTE) were:

| Category | Total |
|-------------------|--------------|
| Police Officers | 1,341 |
| PCSOs | 150 |
| Specials – Target | 300 |
| Police Staff | 819 |
| TOTAL | 2,610 |

The proposed retained estate represents 36,883m² (gross internal area) with staff occupying above the recognised average space standard. With the continued implementation of agile working improved space standards are expected as a significant proportion of both staff and police officers will not require an individually assigned desk.

4. The Estate

- 4.1 The Estates paper taken to BCB in October 2015 reported on an estate of 41 buildings and costs in excess of £4m pa to run the Estate. A review of each of the six local policing areas and the corporate portfolio has been undertaken.
- 4.2 Shared accommodation options with partner agencies will be key to delivering the solutions for the Estates review and the project as we move forward.
- 4.3 It is envisaged that moves of appropriate business areas will be enabled to other sites, thus allowing any empty buildings/floors to be leased, reducing revenue maintenance costs and generating lease income.
- 4.4 Iterative impact of the roll-out of mobile technology, use of contact points and collaboration mean the following assets have been identified by the Constabulary as surplus to operational requirements with positive action already taken in some areas as detailed below.

| Asset | Comments |
|---------------------|---|
| Cardinal Park | Building no longer required operationally and returned to landlord |
| John Mansfield Cntr | Building no longer required operationally & returned to Peterborough CC |
| Belgic Square | Building no longer required operationally and returned to landlord |
| Chatteris | Building no longer required operationally and leased to Police Firearms Officers Assoc. |
| Yaxley | Building no longer required operationally and sold to Police Federation |
| Bottisham | Building no longer required operationally and sold by Auction(11/01/16) |
| Melbourn | Building no longer required operationally and lease returned on 03/06/16 |
| Papworth | Building no longer required operationally planning application submitted and will be sold in 2016 |
| Bretton | Building no longer required operationally & will be returned to landlord agreed |
| Orton | Building no longer required operationally and terms agreed for sub-let |
| Werrington | Building no longer required operationally on the market for assignment |
| Bridge Street | Building no longer required operationally and will be sold in 2016 following relocation of Vehicle Workshop |
| Wisbech | Discussion on going with partners regarding future estate needs |
| 11/12 Ferrars Road | Building no longer required operationally and change of use being investigated for a sale in 2016 |
| Ramsey | Building no longer required operationally and change of use being investigated for a sale in 2016 |
| Whittlesey | Building no longer required operationally Change of use being investigated for a proposed sale in 2016 |
| Sawtry | Building no longer required operationally Advanced relocation discussions with sale in 2016 |
| Unit C Chord | Building no longer required operationally and will be leased in 2016 following refurbishment |
| Unit D Chord | Staff relocations planned and will be leased in 2016 |

4.5 The below map shows the local policing estate following the above rationalisation:



4.6 It is recognised that additional Estate savings will need to be achieved in the future. It is expected that opportunities around agile working and collaboration will further contribute to these savings as they enable a reduction of the back office estate.

4.7 Partner discussions are being held with Councils and public services with a joint enforcement team already in operation in Peterborough. A similar shared service approach is being explored in Fenland which will assist partner agencies to improve service and rationalise their estate.

4.8 The Constabulary currently has three vehicle workshops across the county and a project is underway to provide services from a new single workshop at St Ives. This facility will be available from November 2016 and will be funded from the sale of Bridge Street Police Station. Space will also be freed up at March Police Station and Parkside Police Station

4.9 The provision of custody facilities through collaboration is under consideration and may impact on the estate particularly to the south of the county.

4.10 Until such time as a review of the requirements for custody and the physical needs of policing in Cambridge are more advanced it is considered premature to draw conclusions to the provision of the estate in the south of the County. This review will be simplified by the relocation of the on-site vehicle workshop at Parkside.

5. Summary

5.1 The implementation of mobile technology has reduced the need to return to a fixed base. This allows Officers to spend longer in their communities and to support the public contact points and has rendered a number of operational buildings surplus to requirements.

- 5.2 The use of agile working facilities across the retained estate will reduce unnecessary journeys, increase available working time and reduce the demand for office space. Further cultural change is required to optimise this opportunity.
- 5.3 Due to the on-going programme of collaboration with Bedfordshire Police and Hertfordshire Constabulary, a joint estate strategy across the three forces will be required in the near future and planning for the new strategy has begun.
- 5.4 The introduction of agile working is expected to achieve an annual saving of circa £700,000 through estate rationalisation.
- 5.5 As the agile working and collaboration projects mature it is likely that further estate revenue savings can be secured and contribute to the wider financial savings highlighted in 3.4 above.

6. Recommendation

- 6.1 The Board is requested to note the contents of this paper and approve the structure and direction of the programme.
- 6.2 Detailed papers will be prepared as individual assets require a formal Decision Notice.

BIBLIOGRAPHY

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|-------------------------|---|
| Source Document | Cambridgeshire Constabulary Estate Management – Property Files |
| Contact Officers | Elly McKee Estates Management Surveyor, Cambridgeshire Constabulary Colin Luscombe, Director of Estates, Office of the Police and Crime Commissioner |