



To: Business Coordination Board

From: Chief Constable

Date: 16 December 2016

ESTATE STRATEGIC SCOPING REPORT

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:
- a. the estate occupied by Cambridgeshire Constabulary (“the Constabulary”) is managed and developed to support the changing requirements of operational policing & support services (as detailed in the Police & Crime Plan 2016/17 and the Constabulary’s Delivery Plan 2016/17)
 - b. the strategic direction of the Estate has due regard to specific change programmes around Agile Working, Contact Points and Collaboration (Blue Light, BCH, 7 Force and Devolution)
 - c. the surplus estate is disposed of or redeveloped (freehold or leasehold) in a timely way to reduce costs or generate revenue

2. Recommendation

- 2.1 The Board is requested to note the contents of this paper and approve and set the direction.
- 2.2 Detailed papers will be prepared as decisions are to be made regards to the future of specific assets.

3. Background

- 3.1 From April 2014 the Commissioner took on the strategic responsibility for £35 million of the Constabulary’s Estates assets. The Estates Sub Group (ESG), comprising senior staff from the Commissioner’s Office and the Constabulary, hold meetings every six

weeks to set the strategic direction of Estates in order to achieve the objectives set out in paragraph 1.1 above. Proposals arising from ESG are reviewed by both the Commissioner's Finance Sub Group and the Business Co-ordination Board.

- 3.2 The Constabulary continue to look at new and better ways to deliver a policing service which includes making the best use of new technology and working to better understand and manage demand to allow them to respond and adapt to the needs of the public and to help keep people safe.
- 3.3 The increasing use of mobile technology increasing the amount of time Officers can be visible in their communities and reduces the demand on office space. 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.
- 3.4 There is a duty to the tax payer to ensure that policing service are delivered in the most efficient and effective way providing the best value for money. The strategic alliance with Bedfordshire Police and Hertfordshire Constabulary facilitates this and also provides resilience now and in the future for Cambridgeshire. The restructuring and use of shared assets within the strategic alliance permit a reduction in overall estate footprint and contribute to the efficiencies. This is evidenced at Chord Business Park, Godmanchester where one unit has now been vacated and is to be let commercially.
- 3.5 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.
- 3.6 The Constabulary's workforce numbers for 2016/17 (Establishment Full Time Equivalent) are to date:

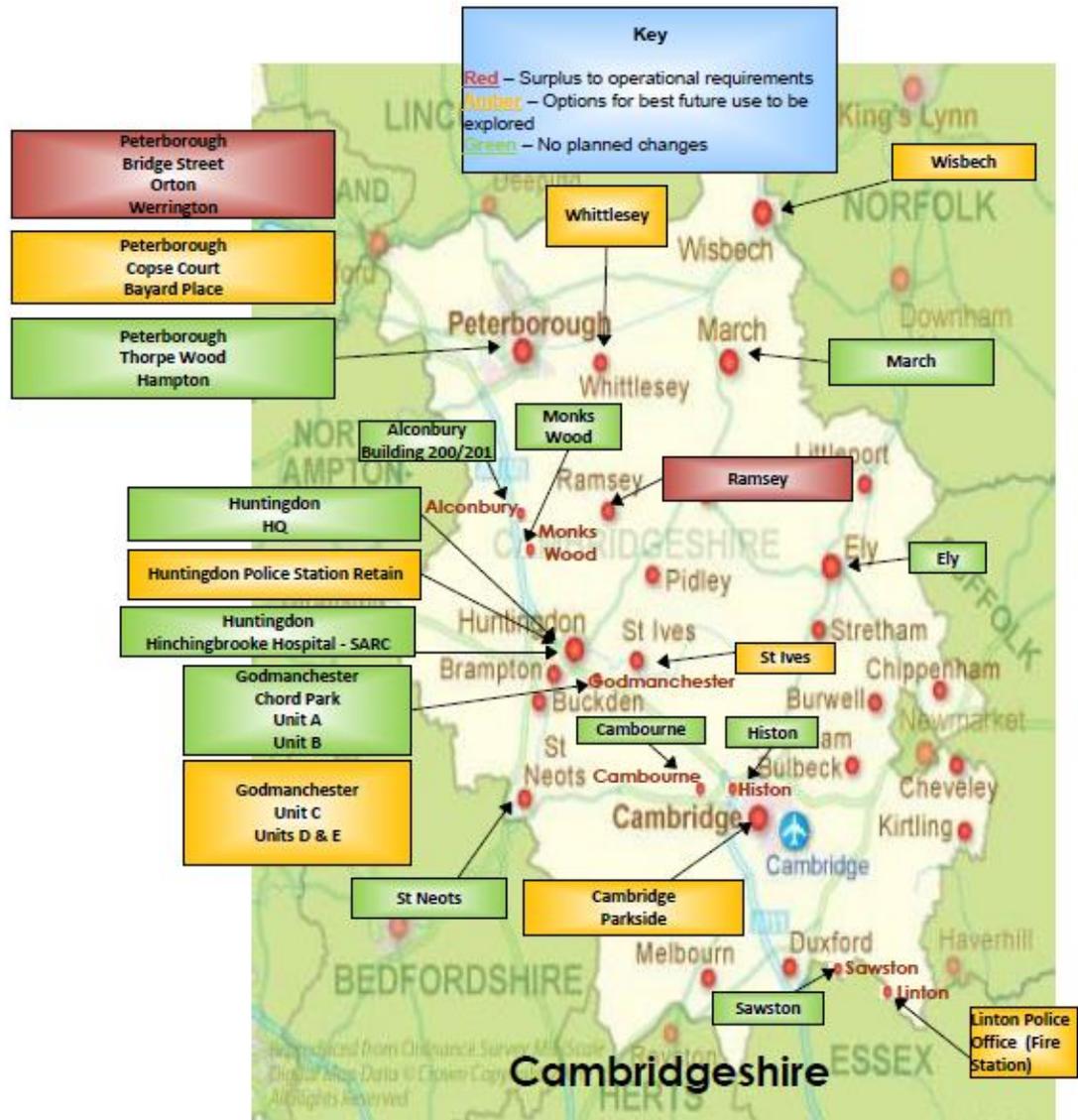
| Category | Total |
|-------------------|--------------|
| Police Officers | 1,352 |
| PCSOs | 150 |
| Specials – Target | 300 |
| Police Staff | 803 |
| TOTAL | 2,605 |

- 3.7 The estate in November 2016 equated to 29 sites with a budget cost in excess of £4m for 2016/17.
- 3.8 With the Constabulary continuing to face financial challenges, with a further £5.2m of savings to be found by the end of the financial year 2020/21, it is clear that fixed cost resources such as buildings and maintenance need to be reviewed and, where possible, estate budgets reduced or income generated to contribute to the maintenance of frontline policing resource.

4. The Estate

4.1 As a consequence of organisational change a number of assets have become surplus to operational requirements and the estate of 41 buildings reported to BCB in October 2015 is now 29 buildings with one leased out. As these have been small satellite offices they only represent a 6% change to the estate.

4.2 The estate requirement is shown on the below map:



4.3 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.

- 4.4 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 December 2016.
- 4.5 Management of Custody is now part of the strategic alliance and a project is underway to find a suitable site in the Cambridge area to construct a new 28 cell centre to replace the Parkside facility allowing redevelopment of the existing Parkside site.
- 4.6 Regional opportunities around Training and Serious & Organised Crime are under consideration and may have an estate requirement.
- 4.7 The strategic alliance Futures Project may also generate estate requirements.
- 4.8 In recognition of the impending enactment of the Bill, the Commissioner's Business Co-ordination Board, at its meeting on 21 September 2016, recommended that the Commissioner and the Fire Authority, working with the East of England Ambulance Service NHS Trust, should seek to initiate joint work to develop business cases to determine the:
- most appropriate future governance model for police and fire; and
 - best use of the emergency service land and buildings in Huntingdon.
- 4.9 The first meeting of the Huntingdon Accommodation Review Board is scheduled for 3 November 2016.

5. Value for Money

- 5.1 The Constabulary will strive to improve business efficiency, making further savings through collaboration with BCH partners, and ensuring benefits are realised, building on strong financial management in force. They will work to better understand & manage demand, develop governance to drive change forward, and continue to invest in technology solutions to enhance policing and enable the frontline to deliver for the public. A consequence of this work will be to refine and deliver the estate strategy.
- 5.2 Greater emphasis on income from the estate will help to reduce the revenue funding gap and the red and amber assets shown in 4.2 above are subject to investigations to establish costs and opportunities.
- 5.3 Planning Gain (Community Infrastructure Levy and S106 funding) will be sought.
- 5.4 The Estates Department continues to review building services and utility contracts and where economically advantageous partners with other forces/agencies and supports existing frameworks to optimise purchasing power.

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 | Colin Luscombe, Director of Estates |