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# **DRAFT STRATEGIC PLAN FOR THE MPA/MPS ESTATE**

**December 2006**



**METROPOLITAN  
POLICE**

**Working together for a safer London**

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## **MANAGEMENT SUMMARY**

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It is essential that the real estate assets of the MPA meet the operational requirements of the MPS. Following the principles of good asset management practice; maximising the use of accommodation and minimising the operational cost of buildings and property, and incorporating the recommendations made by HMIC, the MPA/MPS estates strategy 'Building Towards the Safest City', was approved in 2003 and publicly launched in 2004.

The strategy for exiting inefficient/antiquated buildings and recycling and reinvesting the value back into the estate has already resulted in significant benefits to the MPA/MPS. To further the role out of the Estates Strategy and provide suitable visibility to the MPA, an MPS Estates Strategic Plan (ESP) has been developed. This provides a suitable vehicle to report progress and map out the way forward with the ongoing implementation of the MPA/MPS Estates Strategy, and ensure that suitable consultation and communication is undertaken with the MPA/MPS's stakeholders, particularly with regard to the rollout of BOCU-based facilities, to ensure community concerns are addressed.

The purpose of this document is to present an accurate picture concerning the implementation of each strand of the Estates Strategy, within the context of unfolding corporate priorities. This document is linked with the associated Consultation and Communication Strategies and Plans for the Territorial Policing Estate.

The ESP, which is subject to regular review, reporting and updating, sets out the framework within which the estate is strategically managed in asset terms, the MPS Corporate Priorities in regard to estates demands/policing priorities, and provides detail specifically on progress and forward planning. The ESP will be presented to the MPA on a regular basis for support and approval.

Whilst this report provides a general insight into the standardised approach for property provision (to ensure value for money, design efficiency, rapid

execution, etc.) it is acknowledged that, given London is a spatially and density variable city, these “template” solutions will need to be adapted and be flexibly applied if the plan is to work and be delivered. Deliverability, along with affordability, is seen as a critical underlying requirement of this approach.

## CONTENTS

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<b>1. INTRODUCTION TO THE STRATEGIC MANAGEMENT OF THE MPS ESTATE .....</b>	<b>1</b>
1.1 Background to the MPA Estate .....	1
1.2 Asset Management Planning .....	1
1.3 Purpose of the Overarching Estate Strategic Plan (ESP) .....	2
1.4 Resources for Implementation and Procurement.....	3
<b>2. STRATEGIC PRIORITIES.....</b>	<b>4</b>
2.1 Corporate Priorities .....	4
2.2 Relationship with the Met Modernisation Programme (MMP) .....	5
<b>3. GOVERNANCE ARRANGEMENTS .....</b>	<b>6</b>
3.1 Overview of (Proposed) Governance Arrangements .....	6
3.2 Governance Framework .....	6
3.3 Role of the Oversight Group .....	7
3.4 Attendance at Oversight Group.....	7
<b>4. IMPLEMENTATION STRATEGY .....</b>	<b>8</b>
4.1 Overall Strategy .....	8
4.2 Modernisation of the Estate .....	8
4.3 Implementation Co-ordination .....	9
4.4 Estates Funding Strategy.....	10
4.5 Environmental Strategy.....	10
4.6 Disposal & Retention of Older/Listed Buildings.....	11
4.7 Asset Management Plans .....	12
4.8 Progress to Date .....	13
4.9 Estate Programme Overview .....	13
<b>5. ESTATES CONSULTATION &amp; COMMUNICATION STRATEGY AND PLAN 14</b>	
5.1 Context .....	14
<b>6. BOROUGH ASSET MANAGEMENT PLANS.....</b>	<b>15</b>

6.1 Territorial Policing .....	15
6.2 BOCU Asset Management Plans.....	17
6.3 Borough-Based Custody Centres .....	17
6.4 Neighbourhood Team Bases and Contact Points .....	19
6.5 Front Counter Police Services .....	20
6.6 Patrol Bases .....	22
<b>7. METCALL CENTRES .....</b>	<b>24</b>
7.1 Call Centres .....	24
7.2 Integrated Borough Operations (IBO) Facilities .....	24
<b>8. INTELLIGENCE, COVERT POLICING &amp; TASKING (ICPT) PROGRAMME .....</b>	<b>25</b>
8.1 ICPT Programme .....	25
8.2 Met Intelligence Bureau (MIB) .....	25
8.3 MIB Accommodation Requirements.....	25
<b>9. TERRITORIAL POLICING .....</b>	<b>26</b>
9.1 Asset Management Plans .....	26
<b>10. CENTRAL OPERATIONS.....</b>	<b>27</b>
10.1 Operational Responsibilities .....	27
10.2 Accommodation Requirements.....	27
10.3 Central Operations Asset Plan.....	27
10.4 Specialist Firearms Training Facilities .....	27
10.5 Asset Plan.....	27
<b>11. SPECIALIST CRIME DIRECTORATE (SCD) .....</b>	<b>28</b>
11.1 Operational Responsibilities .....	28
11.2 Accommodation Requirements.....	28
11.3 Asset Plan.....	28
<b>12. SPECIALIST OPERATIONS (SO) .....</b>	<b>29</b>
12.1 Operational Role.....	29
12.2 Accommodation Requirements.....	29

12.3 Asset Plan.....	29
<b>13. DIRECTORATE OF INFORMATION .....</b>	<b>30</b>
13.1 Business Role.....	30
13.2 Accommodation Requirements.....	30
13.3 Asset Plan.....	30
<b>14. HUMAN RESOURCES DIRECTORATE.....</b>	<b>31</b>
14.1 Business Role.....	31
14.2 Accommodation Requirements.....	31
14.3 Asset Plan.....	31
<b>15. DIRECTORATE OF RESOURCES .....</b>	<b>32</b>
15.1 Business Role.....	32
15.2 Accommodation Requirements.....	32
15.3 Asset Plan.....	32
<b>16. NEW SCOTLAND YARD .....</b>	<b>33</b>
16.1 Background.....	33
16.2 Impact of MIB/CTC Requirements .....	33
16.3 Control Room Requirements .....	33
16.4 Asset Plan.....	33
<b>17. FIREARMS TRAINING FACILITIES .....</b>	<b>34</b>
17.1 Firearms Training Requirements .....	34
17.2 Asset Plan.....	34
<b>18. THE HENDON ESTATE.....</b>	<b>35</b>
18.1 Business Role.....	35
18.2 Asset Plan.....	35

**Annexes:**

- A. Timeline Chart: Current Main Strands for the MPS Estate**
- B. Custody Centre Provision: Prioritised List & Situation Report  
(EXEMPT)**
- C. Patrol Base Provision: Prioritised List & Situation Report  
(EXEMPT)**
- D. Highlight Report: Estate Strand Issues (EXEMPT)**
- E. Intelligence, Covert Policing and Tasking (ICPT) Programme  
(EXEMPT)**

# 1. INTRODUCTION TO THE STRATEGIC MANAGEMENT OF THE MPS ESTATE

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## 1.1 Background to the MPA Estate

1.1.1 The MPA's operational estate includes over 600 buildings totalling 6.4 million square feet with a value of £1.7bn. The residential estate includes 1,100 residential units and 600 section house bed spaces. In addition to the above, the estate includes 180 Safer Neighbourhood bases.

1.1.2 The operational portfolio includes a wide variety of properties ranging from offices, police stations, training facilities, warehouses, forensic facilities, car pounds, retail units (front offices), as well as more specialist facilities and covert requirements.

1.1.3 With 35% of the estate pre-dating 1935, many buildings are no longer fit for use. Many do not provide suitable accessibility, some no longer meet operational needs, while other buildings are inefficient to run. The maintenance backlog currently stands at £160m and the capital shortfall (in terms of reinvestment) stands at £50m per annum.

## 1.2 Asset Management Planning

1.2.1 In 1999, the Audit Commission published a report "Action Stations" which reviewed estate management within the Police Service. The report emphasised the importance of a comprehensive estates strategy/asset management plans to effectively manage property assets to enhance operational policing.

1.2.2 This recommendation was further enhanced by the publication of the HMIC report "Open All Hours" which stressed the importance of visibility and public contact as key features of operational police planning.

1.2.3 Subsequent studies/reports including those of the National Audit Office support the need to maximise the use of space and look for cost effective solutions for property requirements.

1.2.4 In 2004, the MPA and MPS published a joint estates strategy "Building Towards the Safest City" which provides the overarching strategy to exit inefficient/antiquated buildings and recycle and reinvest the value locked in these properties into future MPA/MPS assets. Where these assets relate to real

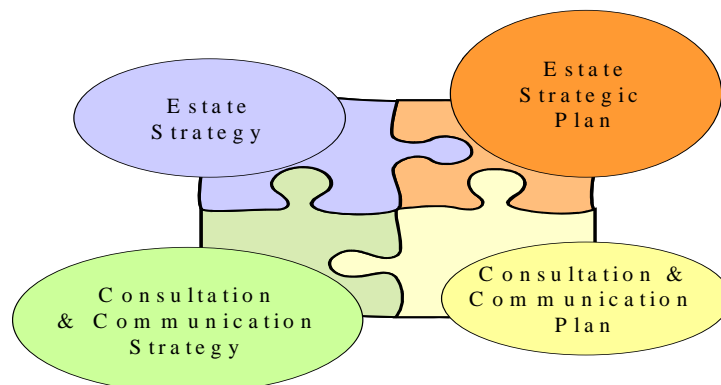


estate, properties acquired will provide flexible accommodation that is fit for use and maximises value for money. HMIC reviewed the MPA/MPS estates strategy in 2004, and deemed it to be potentially “best in class”. This overarching strategy is embedded in the corporate priorities of the MPS and the basic principles remain unchanged.

- 1.2.5 In support of the overarching strategy, asset plans have been promoted and are being rolled-out in regard to the Central London Estate, the BOCU based facilities and the residential estate. In addition, asset management plans are being developed to meet the needs of each MPS business group, cross divisional priorities; Met Intelligence Bureau; firearms training; larger assets held within the estate; the Hendon estate and Sports Clubs.

### 1.3 Purpose of the Overarching Estate Strategic Plan (ESP)

- 1.3.1 The ESP will report the progress of the implementation of the MPA/MPS Estates Strategy in relation to the operational estate, including consultation and communication undertaken with our stakeholders, and the ESP document sits alongside the separate consultation and communication strategy and plan documentation which details how and with whom the MPS will consult and communicate in regard to the roll out of estate programme plans.
- 1.3.2 The ESP will be updated on a regular basis, with strict version control, to inform and update the MPS Estates Programme Board, Management Board and Metropolitan Police Authority, the latter through the MPA Estate Oversight Group, on issues concerned with the ongoing implementation of the MPA/MPS Estates Strategy. The governance framework for the maintenance and application of the ESP is described in Section 3 of this document. The relationship between the ESP, the Estate Strategy, and the associated Consultation & Communication Strategy and Plan is illustrated in the following diagram.



## **1.4 Resources for Implementation and Procurement**

- 1.4.1 Once the MPA approval to the ESP is obtained an implementation, and related procurement, report will be prepared for submission to the MPA in the first half of 2007.
- 1.4.2 It is clear that Property Services will need a new procurement strategy to support the implementation of the ESP as their current capacity is short of the demands created by the ESP.
- 1.4.3 This procurement and delivery approach will require both innovative construction and related approaches that have been included when assessing affordability at the strategic level. A report is already in preparation in anticipation of adoption of the ESP.
- 1.4.4 These solutions will clearly require OJEU procurement compliance and extensive procurement activity. This will need to include new ways of expanding the actual delivery capacity of Property Services.
- 1.4.5 Hence post approval the ESP implementation will need to follow capacity and procurement constraints (broadly in line with the established Capital Plan for 2006/07). Once the ESP is approved it is anticipated that it will take 18 to 24 months to process “mobilisation” procurement in a compliant fashion. Further relevant reports will be made via Finance Committee of the MPA.

## 2. STRATEGIC PRIORITIES

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### 2.1 Corporate Priorities

2.1.1 The occupational needs of the MPS have been considered and debated and the MPS Management Board have approved the following strategic priorities to support operational policing:

- Provision of Borough based Custody Centres
- Roll out of all Safer Neighbourhood Bases.
- The revitalisation of the Territorial Policing (TP) and Central Operations (CO) estates through the provision of patrol base facilities
- Provision of suitable accommodation for the MPS Intelligence Bureau (MIB), CT Command including associated technological needs.
- Provision of suitable firearms training facilities to meet the MPS's firearms capability and associated facilities required to sustain this.

2.1.2 The following areas have also been identified as key, and in order of importance they are:

- 1) Development of the longer-term asset strategy to support the various, and changing, operations currently located within the Hendon estate.
- 2) Support the Olympics Command to identify and provide the necessary accommodation for policing the London Olympic 2012 Games.
- 3) Develop suitable solutions to meet the current and future accommodation requirements at Heathrow.
- 4) Development of the longer-term strategy for New Scotland Yard.
- 5) Delivery of ongoing asset management plans including the Central London Asset Strategy; the Residential Asset Strategy and specific building strategies.
- 6) Improving accessibility to all premises in order to accommodate all statutory requirements.

- 7) Making estate changes to address the increasing non-compliance of the estate in statutory terms, the financial un-sustainability of the current estate and the reduction of operating estate costs.

2.1.3 In addition, further accommodation may be required to meet pressing operational demands linked to Counter-Terrorism initiatives. Wherever possible these needs will continue to be met within existing facilities.

## **2.2 Relationship with the Met Modernisation Programme (MMP)**

2.2.1 The MPA/MPS estates strategy is linked to the Met Modernisation Programme. The strands of the Met Modernisation Programme (MMP) that will have a particular bearing and/or dependency on the MPS Estates Strategy include the following:

2.2.2 **C3i** - the Directorate of Information (DoI) organisational change programme that supports the development of Command and Control facilities. Police forces across the UK face increasing telephone call volumes from their local communities requesting support and assistance. C3i is the Met's response to the requirement for a call management system providing an efficient and consistent response to calls for assistance from the public thereby ensuring the most appropriate response.

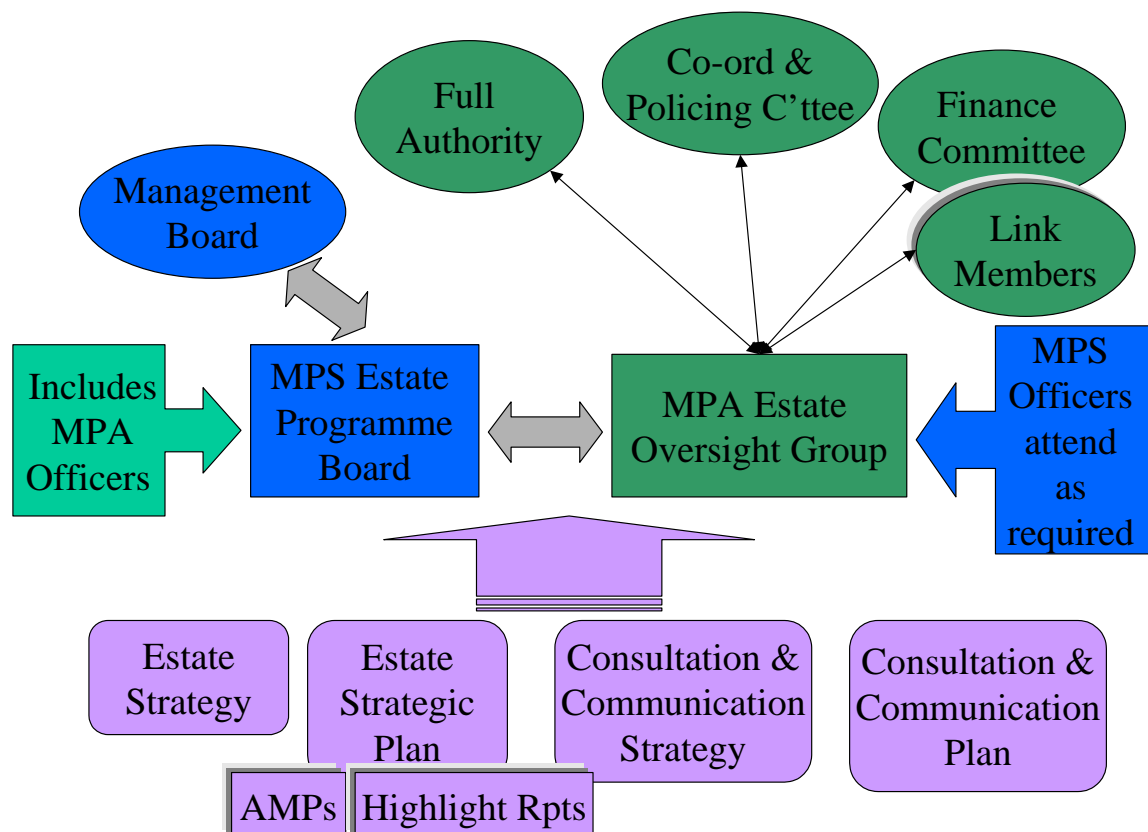
2.2.3 **Safer Neighbourhoods**. The initiative to focus on the provision of neighbourhood based policing, working with the community and partner agencies to identify and tackle issues of concern Safer Neighbourhood teams are dedicated to communities; additional to other policing response teams and units in London.

2.2.4 **Custody**. The extension of current facilities in order to support the wider role to investigate crime and deal with offenders. The project aims to increase cell capacity across the MPS through the provision of modern, Borough-based Custody Centres and work with other partners (including commercial retailers) to look at other viable options in line with past Service Improvement Review (SIR) conclusions endorsed by the MPA and the capacity needs that come with additional MPS officer and PCSO strength.

### 3. GOVERNANCE ARRANGEMENTS

#### 3.1 Overview of (Proposed) Governance Arrangements

The following diagram provides an overview of the (proposed) governance arrangements for the Estate Strategy, the Estate Strategic Plan and the associated Consultation and Communication Strategy and Plan documents.



#### 3.2 Governance Framework

Primary responsibility for the development and maintenance of the above-mentioned documents will be exercised by the MPS Estate Programme Board (which will include a senior MPA officer as a link representative to the MPA Property Portfolio Lead Member), on behalf of and in consultation with MPS Management Board. However, the Metropolitan Police Authority will exercise its role in governance and oversight by way of the MPA Estate Oversight Group (chaired by the MPA Property Portfolio Lead Member) that will also provide an interface between MPA link members and the governance and oversight process

as appropriate. The Estate Oversight Group is intended to form a bridge between strategic implementation of the Estate Strategic Plan and the accountability to Full Authority, Co-ordination & Policing Committee (CoP) (if necessary), Finance Committee and Link members as required.

### **3.3 Role of the Oversight Group**

In practice, the Oversight Group will not necessarily rely on the Estates Programme Board or the various strategies for its work programme. It is likely that the Oversight Group will develop into a scrutiny role, a critical friend role and a true oversight role in order to encourage best practice in the property domain. For example the Oversight Group could undertake the following: review progress on the property capital programme; examine the achievement of projects to timescales; monitor whether the planned disposal programme is generating capital receipts in line with the capital budget, and examine new proposals for development. The operational terms of reference for, and membership of, the Oversight Group will need formal drafting and MPA approval and this work is in hand to ensure that appropriate governance is in place, thereby facilitating transparent, unambiguous, expeditious and flexible decision making together with the ability to retain the opportunity to seize commercial opportunities.

### **3.4 Attendance at Oversight Group**

As indicated in the above diagram, MPS officers at strategic command level, particularly from Territorial Policing, may be required to be in attendance with the Oversight Group for matters specifically relating to the implementation of the Estate Strategic Plan.

## **4. IMPLEMENTATION STRATEGY**

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### **4.1 Overall Strategy**

- 4.1.1 The Estates Strategy for the operational estate is based on the principles of maximising the operational effectiveness of the properties occupied through improved utilisation of buildings, provision of flexible/easily adaptable accommodation and minimising occupational costs (so that the Estate is properly funded and compliant).
- 4.1.2 Asset Management plans which detail the strategies for a specific building or group of buildings are developed on these principles and provide the framework for implementing short (1-2 years), medium (2-5 years) and longer (5 years plus) term solutions. Once developed these asset management plans will be reviewed on a regular basis.
- 4.1.3 When considering the needs of Territorial Policing at Borough level, the operational effectiveness of buildings will be achieved through the provision of standard commercial building solutions (for example the provision of Patrol Bases within warehouses); reducing the costs of design and construction. When considering the needs of pan-London operations, flexibility will be provided through the adaptation of existing buildings, (warehouses/offices etc.), or the provision of standard commercial building solutions rather than delivery through the design and construction of bespoke police buildings, the custom build option being unaffordable.

### **4.2 Modernisation of the Estate**

- 4.2.1 With 35% of the estate predating 1935, a maintenance backlog of £160m, a shortfall in annual capital investment of £50m per annum, coupled with ongoing revenue pressures, it is essential that the estate can be managed and provided within existing funding envelopes.
- 4.2.2 Exiting inefficient buildings with poor access and compliancy issues, replacing these buildings with modern flexible accommodation will assist in reducing maintenance backlogs and enable capital and revenue funding to be spent effectively.
- 4.2.3 The rollout of Safer Neighbourhood bases, Front Office Programme and the provision of easily accessible accommodation for customers and staff is key to the Citizen Focus agenda.

### **4.3 Implementation Co-ordination**

- 4.3.1 The MPS Policing responsibilities are divided between Neighbourhood, London Borough and regional (Pan-London) needs. As such, occupational requirements are provided in a number of different ways.
- 4.3.2 The overarching Estate Strategy and individual asset plans are designed to meet the needs of each operational requirement. In accordance with MPA Regulations and to ensure proposals meet the overarching estates strategy, asset plans will be subject to an agreed business case.
- 4.3.3 The order in which various strands of the estates strategy are implemented, is driven by corporate priorities, commercial opportunities in the property market and the availability of funding. Governance of the rollout of the Estates Strategy is driven by the MPA Financial Regulations and Contract Regulations.
- 4.3.4 The roll out of asset plans is also dependent on commercial opportunities in the market and a proactive approach is taken to monitor wider scale development opportunities as and when they arise. Following the publication of the MPS/MPA Planning for Future Police Estate Development in 2005, considerable effort has been made by the MPS to engage with the GLA, various development agencies and Local Planning Authorities, to emphasise the importance of policing in the community and the occupational needs of policing. In doing so, the MPS encourage planning authorities and others to ensure the needs of the MPS are addressed when developing strategic plans or approving planning applications.
- 4.3.5 Where opportunities exist to co-locate teams across divisions; to maximise the use of space/gain greater value for money, opportunities will be taken. A number of operations are covert; others sensitive in nature, and as such, it is not always possible for facilities to be shared.
- 4.3.6 The importance of providing suitable accommodation to meet the needs of operational teams and to provide suitable interface points with communities/citizens/stakeholders throughout London is essential. In addition, suitable provision must be made for partnership arrangements including those with the Criminal Justice community, Youth Offender Teams etc. Where proposals impact on the locations of such teams, suitable consultation will be undertaken. Other programmes including those of the Child Protection Teams, Sapphire units, Intimidated Witness/Victims etc., will continue to be supported. Where units need to be



relocated, opportunities will be taken to improve the environment of the accommodation provided to support operational needs.

- 4.3.7 No operational facility (with public access/interface) will be closed/decommissioned until the replacement facility is operational. Non public access sites will be managed in accord with MPS operational needs. Partnership sites will need to ensure an equitable and realistic apportionment of estate costs as the MPA / MPS cannot afford to accommodate partners at the sole cost of the MPA.

#### **4.4 Estates Funding Strategy**

- 4.4.1 In accordance with asset management practice and the agreed MPA/MPS Estates Strategy, funds released from the disposal of surplus assets or of assets that are no longer fit for use, while being part of the corporate capital programme, are intended to primarily support recycling and re-investment in the estate.
- 4.4.2 The overarching Estates Strategy is designed to be self-funding. Due to the complex nature of the estate, and the manner in which it is currently occupied by the MPS; it is not always possible for individual asset plans to be self-funding. Receipts generated through the disposal of surplus property, along with other sources of capital funding, are used in such cases, subject to the approval of the MPA Finance Committee or under MPA Delegated Powers routes.

#### **4.5 Environmental Strategy**

- 4.5.1 The estate strategy will fall within in the scope of the overall MPA / MPS Environment approach which is championed by the MPS Director of Resources and delivered, in all aspects, through the Environment Team in Property Services.
- 4.5.2 All property action seeks to meet and exceed, where possible, the agreed environmental objectives and best practice. Modernisation of the estate is seen as crucial in also meeting the Mayor's and GLA targets on matters such as CO2 emissions. Innovative pilot work is already in place including the use of Photo Voltaic power, heat reclamation, energy management automation and related matters including the use of materials. The management of waste and other matters is also embedded in both strategies.

## **4.6 Disposal & Retention of Older/Listed Buildings**

- 4.6.1 Within the existing estate there are a number of older / historic buildings with differing levels of statutory recognition ranging from local planning “recognition” through to formal statutory listed status. Such categorisation will always form part of the deliberation on any asset plan, acquisition or disposal proposal. Much of the space in these buildings was originally designed for residential use and has been subsequently, often many years ago, converted to offices (usually small and no longer adequate in 2006). Many are in also in locations based on London geography that has long since shifted and are hence not in convenient or accessible places in 2006. The buildings whilst subject to interest / listed status can often be adapted for other uses, often more appropriate to their design, and there is no aspect that requires their continued retention for “police use”.
- 4.6.2 In addition, it is recognised, there are also many estate buildings that are warmly regarded by local communities and citizen groups interested in London’s townscape.
- 4.6.3 Many buildings within these categories are often seen in design, rather than policing, terms as “civic buildings” of interest even if not recognised formally through town planning and other legislation. Consultation and communication policy will be arranged to address these aspects of local concern. Whilst the buildings may be “well regarded in design terms” they are also often quite “foreboding / defensive” in style and based on the “empire period” / “imposing civic” style that is no longer seen as compatible with open community policing in 2006 and beyond.
- 4.6.4 These buildings are also offering the Service poor utilisation, poor levels of occupation compliance, proving expensive to maintain and run and are not “fit for purpose” for policing in 2006. Many are incapable of being made compliant at reasonable / affordable cost, are difficult / expensive to service with modern information technology policing needs and offer very poor standards of accommodation (showers, locker rooms, accessibility within, defensive front counters, no longer compliant short term in relation to cells / custody, etc.).

4.6.5 The need for modern, efficient, compliant and affordable / funded properties suggests that many of these older buildings are intrinsically incapable of retention but each building will be considered, on a “case by case” basis, to inform the local debate during consultation.

4.6.6 As part of the Estate Strategy, under the auspices of the Estate Programme Board and Estate Oversight Group and in consultation with stakeholders where appropriate, the MPS Property Services Department will continue to liaise with town planners, relevant bodies and statutory agencies on buildings within this category, as they have done for many years.

#### **4.7 Asset Management Plans**

4.7.1 Asset Plans are developed and rolled-out for each business group; however many facilities including custody, specialist training, standard office buildings, warehouses are used by more than one business group and in these cases separate asset managements plans are developed to provide the framework for implementing longer term solutions. These asset management plans are directly linked to each business group plan and detail the inter-dependencies where these arise.

4.7.2 In addition to the agreed Borough based asset management plans, the Central London asset strategy and residential asset management plans, further asset management plans will be developed for:

- Buildings linked to the MPS Intelligence Bureau/CT Command
- Territorial Policing
- Central Operations
- Serious Crime Directorate
- Specialist Operations
- Directorate of Information
- Human Resources Directorate
- Directorate of Resources

- New Scotland Yard
- Specialist Training including Firearms Training Facilities
- The Hendon Estate
- Accommodation Requirements for Heathrow
- Sports Clubs

4.7.3 It should be noted that asset management plans are not public documents, as they contain commercially sensitive information in regard to proposed acquisitions and disposals or plans relating to building redevelopment or refurbishment programmes. Public consultation and communication initiatives will address all proposals within the asset management plans. Borough Asset Management Plans are discussed in more detail in Section 6.

#### **4.8 Progress to Date**

4.8.1 The Central London Asset Management Plan relates to a number of Central London properties and includes the relocation of office functions to more cost-effective locations; the design of space to provide open plan accommodation; and minimising building design changes to reduce build costs, ongoing maintenance and dilapidation costs. Since receipt of approval in May 2004, 25,000 square metres of accommodation (housing 2,500 officers/staff) has been provided at nil additional cost to the MPA/MPS. Facilities have been improved to a number of buildings with poor access, maintenance backlogs have been reduced and buildings no longer suitable for Policing have been vacated and disposed of. One further freehold building held will be disposed of in 2007/2008 and the re-gearing of a leasehold interest in another building is under consideration.

#### **4.9 Estate Programme Overview**

4.9.1 A timeline chart for the current main strands of the MPS Estate Programme is contained in Annex A to this document. Annex B provides a prioritised list and summary of the current position with regard to Custody Centre provision and Annex C similarly for the provision of Patrol Bases. Annex D contains a highlight report on issues currently affecting the implementation of Estate Programmes.

## **5. ESTATES CONSULTATION & COMMUNICATION STRATEGY AND PLAN**

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### **5.1 Context**

- 5.1.1** The MPA/MPS Estate Strategy was approved in late 2003 and publicly launched in early 2004. Setting out the need for estate modernisation the strategy detailed a range of policies to deliver this. Since its launch there has been wide spread coverage of various elements of this strategy – mostly centred on isolated changes to specific buildings. There has also been engagement with pan London bodies and stakeholders.
- 5.1.2** It is now clear that consultation and communication between TPHQ (on behalf of the MPS/MPA) and key stakeholders on local changes, needs to be enhanced and better coordinated. Local changes to the estate can often be misinterpreted and there needs to be far greater communication around these changes and relocation of functions to provide better public interfaces.
- 5.1.3** The overall strategy that has been developed centres on the TP Borough Commander for each London Borough having lead responsibility for consulting and communicating on the estates strategy for their respective London Boroughs. The present consultation and communications strategy focuses on existing BOCU-based facilities and proposals for future developments, rather than on the longer-term solutions for specialist and pan-London requirements. Generic toolkits have been developed and these will provide the framework for the necessary consultation and communication.
- 5.1.4** The above-mentioned toolkits are tailored to the specific needs of each Borough. Separate toolkits are available to support the roll out of Safer Neighbourhood bases and Custody Centres, as detailed in the accompanying Estate Consultation & Communication Strategy and Plan document.

## 6. BOROUGH ASSET MANAGEMENT PLANS

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### 6.1 Territorial Policing

6.1.1 Operational responsibility for policing London's 692 electoral wards and 32 London Boroughs (excluding the City of London), is the responsibility of the Territorial Policing Directorate. Each London Borough has a dedicated operational team led by a Borough Commander.

6.1.2 Historically the accommodation requirements of the various roles of these teams were met through the provision of multi-functional buildings replicated across each borough and, typically, often including public interface points; office accommodation; custody facilities; storage; car parking; locker accommodation and in some cases stable facilities for horses; locker accommodation and changing facilities. The cost of providing such combined facilities in replicated locations is now prohibitive.

6.1.3 Having analysed the varied roles of Borough based teams the various requirements can be grouped into the following:-

- i. **Custody Centres** – where individuals are detained – incorporating custody suites, storage for property and office accommodation, interview rooms, areas for forensic collection, bail signing, emerging criminal justice and Human Rights changes – options for video linkages etc.
- ii. **Neighbourhood team bases & contact points** – where Safer Neighbourhood teams, prepare for duty and hold surgeries for local neighbourhoods – providing small meeting areas and facilities for operational teams.
- iii. **Front counters – public interface points** – convenient for public access providing meeting areas and facilities for operational teams.
- iv. **Patrol bases** – where operational officers prepare for duty and are briefed – incorporating office accommodation, briefing rooms, locker facilities and changing areas, training facilities and car parking facilities.

- v. **Office Accommodation** – for policing use to provide centralisation of support to the Borough Commander and management teams, certain operational teams (CID) and administrative functions.

Further detail on the first four of these five strands is included in section 6.3 and onwards.

6.1.4 Borough asset management plans are designed to meet the requirements of these five core operational functions. The building design solutions have been developed on a generic basis enabling standard designs to be rolled out across all London Boroughs.

6.1.5 Providing a 'template solution' for custody, patrol base Front Counter and Safer Neighbourhood bases will ensure build costs are kept to a minimum, operational effectiveness will be met through maximising the use of space and operational running costs will be minimised and environmental efficiency maximised through analysing the pilot sites introduced and enhancing designs where necessary.

6.1.6 Each Borough asset management plan provides the short, medium and longer-term strategies for the rollout of property solutions. Each plan details:

- (i) Existing property provision on Borough,
- (ii) External factors including but not limited to Town Planning issues,
- (iii) Future developments in an area or regional regeneration schemes (for example the Wembley Stadium and associated developments in Brent; London Olympics and Thames Gateway in north east London),
- (iv) External commercial factors, transport matters etc.,
- (v) Details of the electoral/Safer Neighbourhood wards,
- (vi) Existing or future property solutions to meet the five core operational functions of each Borough; and
- (vii) Proposed locations for future buildings and the timescale (subject to formal approvals) in which these buildings will be provided.
- (viii) The available and sustainable financing of the estate.

## **6.2 BOCU Asset Management Plans**

6.2.1 The asset management plans are flexible, and are reviewed on a regular basis by Territorial Policing and Property Services. Plans must accord to MPA Regulations Progress on the role out of plans will be reported to the MPS Management Board and MPS Finance Committee, on a regular basis.

## **6.3 Borough-Based Custody Centres**

6.3.1 Cell capacity within the exiting estate is insufficient to address the increased demands across London. In addition, many existing facilities are unable to be adapted effectively to accommodate new forensic collection and processing techniques; to meet the requirements of the diverse communities throughout London and are highly expensive to operate effectively, especially where facilities are located in groups of one, two or up to six cells in size.

6.3.2 The time taken to process those individuals held has also significantly increased as a result of forensic collection/testing, adding to the pressures on cell capacity at various locations.

6.3.3 The majority of custody facilities are located in older police stations. These buildings are expensive to maintain, offer many challenges in terms of providing accessibility and are not easily adapted.

6.3.4 The Service Improvement Review of Custody Capacity (May 2004) (commissioned by Territorial Policing – Custody Directorate) highlighted many of these issues. Subsequent studies have enabled Territorial Policing to prioritise those Boroughs with the greatest challenges in terms of provision and standards of accommodation. [A copy of the report on the Service Improvement Review of Custody Capacity is available in the MPA Members' library].

6.3.5 The Custody Directorate's Strategy to address these challenges are based on short, medium and longer term solutions.

6.3.6 The short term solutions have been addressed with a number of older cells previously 'mothballed' being brought back into use, this project was completed in 2004/5. Further solutions include maximising the use of existing facilities through adaptation of working practices.

6.3.7 In the medium term, Territorial Policing – Custody Directorate are working with commercial organisations to develop 'triage'



style facilities that can be based in shopping centres/department stores, to assist in processing individuals detained for certain crime. Other opportunities are also being developed.

- 6.3.8 In the longer term Custody Centres will be developed, one serving each Borough to meet longer-term requirements.
- 6.3.9 The estates strategy is currently focussed on resolving medium and longer term solutions. A mock-up of a triage style facility has been prepared and inspected by operational teams; representatives from the Home Office and in time various retailing operators. Negotiations are ongoing with a number of commercial developers in regard to ongoing development schemes in London.
- 6.3.10 In terms of Custody Centres, MPA approval was confirmed to the roll out of the first five centres in February 2006. Local consultation / communication is now being undertaken prior to the submission of necessary planning applications for these sites later this year / early 2007.
- 6.3.11 Further facilities are planned throughout London and will be brought to MPA Finance Committee in due course, based upon the local needs/demands and, indeed, on opportunities to better utilise existing MPA sites.

## **6.4 Neighbourhood Team Bases and Contact Points**

- 6.4.1 The principle behind the Safer Neighbourhoods initiative is to provide greater visibility and interaction between the MPS Safer Neighbourhood teams and the Communities these teams serve. Policing is based on electoral wards and each team is located within their specific ward, or as close to that specific ward as practicable.
- 6.4.2 The Estates Strategy in support of the Safer Neighbourhoods' initiative is to provide suitable accommodation to enable teams to prepare for duty patrolling on foot/cycle from this accommodation. Where possible the accommodation will include facilities to provide areas for local 'surgeries' and public interface contact points. All bases are planned to be in place by 2009/2010.
- 6.4.3 The preferred location of each base is to be agreed by each Borough Commander (in liaison with their local communities) in line with the GLA and MPA funded solutions and efficient/cost-effective design criteria.
- 6.4.4 As at September 2006, 369 of the 630 Safer Neighbourhood teams have been accommodated in dedicated Safer Neighbourhood bases. A further 95 teams will move to Safer Neighbourhood bases by March 2007 and the remainder over the subsequent two- year period.
- 6.4.5 The aim of the Estate Strategy is to provide solutions for those remaining teams currently based in existing Police buildings.
- 6.4.6 Other initiatives planned in support of Safer Neighbourhood Policing include cost sharing initiatives on Police and Community Support Officers (PCSOs) with local authorities and the provision of Safer Transport Teams to focus on transport hubs, particularly on outer boroughs. In addition, some boroughs are keen to extend the safer neighbourhood approach in individual ways such as 24/7 Safer Neighbourhood Teams.
- 6.4.7 The estate needs for the above-mentioned initiatives (6.4.6 refers) are currently being evaluated. It is anticipated that the required accommodation will be provided by respective partners, such as Transport for London, or from within existing MPA accommodation. However, there is an acknowledged need to find a solution to the, as yet unresolved / unfunded, additional space demands arising from the growth in PCSO's / Safer Neighbourhood Teams above the original "Core of 6 Model" / Co Location initiatives.

## **6.5 Front Counter Police Services**

6.5.1 MPS Front Counters represent the primary face-to-face contact point between the MPS and the communities that the MPS serve, and are key to the Citizen Focus programme.

6.5.2 The overall strategic intention is to modernise the current process of delivering front counter services to reflect a 'citizen focused' approach. Conflicts arise at present through the need to undertake reception, enforcement, and victim focus functions within one station office/point of contact. Segregation of these functions is proposed that will allow for an enhanced service to all categories of customer and a more appropriate approach to meeting their individual needs and is a very different approach to providing front counter services in comparison with existing arrangements. Removing the potential inappropriate mix of citizen / public, victim, detainee / bail attendee and related matters from the old style front counter is at the heart of this estate, and service, repositioning.

6.5.3 The following model for Front Counter services is proposed in order to maximise customer care in conjunction with partners and the local community. The intention is to segregate as far as possible of the enforcement service (eg reporting on bail) from those of reception (eg licence applications) and victim care. However, the model will also take into account the provision of front counters in response to local consultation by BOCUs and is therefore not prescriptive about the number sites that are provided.

6.5.4 The model currently provides for the following:

- One 24-hour counter as a minimum for enforcement, victim care and reception services.
- Additional sites to provide victim care as determined by BOCU, CDRP and partnership discussion. These may be 24 hour if the BOCU determines a need. Such sites could be linked to community centres, for example, and would not deal with enforcement activity.
- Ward Contact points as determined by BOCU and Ward panel negotiation. These would not be 24 hour and may only open on a surgery basis for a few hours on certain days. They would only deal in reception and victim care services. These could take advantage of opportunities presented by shops, benefit offices, and similar buildings where a temporary police – public contact point would be beneficial.

- 6.5.5 In addition to reviewing the design of existing facilities, the Territorial Policing Front Counter project is currently reviewing the manner in which these facilities are operated and by whom.
- 6.5.6 In the short and medium terms, improvements will be made in the provision of signage to each front counter location (and many Safer Neighbourhood Bases where practicable) by utilising LCD screens which can be programmed on a borough-by-borough basis to provide details of operational hours, proximity of other public amenities, Safer Neighbourhood team contacts, local appeals, Crimestoppers, etc. Text programming options in different languages is also under development.
- 6.5.7 No existing front counter facility will be closed until alternative local and better-located facilities are operational.
- 6.5.8 Consideration is being given by the Project Team to the development of a standard design solution for front counter facilities. This will be undertaken in consultation with borough-based colleagues and the communities such facilities are intended to serve.
- 6.5.9 The locations of future facilities will be determined by consideration of operational requirements in consultation with local communities and to reflect accessibility / locations in terms of the London geography and people focussed areas that apply in 2006 along with due regard to growth areas / pan London proposed changes.

## **6.6 Patrol Bases**

- 6.6.1 Growth in Police Officer, PCSO and Police staff numbers has added significant pressure to the existing Borough-based estate, where buildings have been unable to adapt or expand to meet, increased numbers and occupancy levels.
- 6.6.2 Existing facilities are currently inadequate; unable to provide suitable locker facilities for uniforms and equipment, drying facilities for clothing, changing and shower facilities. Briefing rooms are small, teams based in properties throughout each Borough are briefed individually, training facilities are equally inadequate or do not offer economies and patrolling vehicles are often spread between numerous locations thereby creating operational and visibility inefficiencies. Many are also increasingly non-compliant in statutory terms.
- 6.6.3 Other than providing accommodation on Borough; accessible to those commuting to and from the building, facilities for those on patrolling duties are not location dependent. Patrol based teams prepare for duty at their base, are briefed and then go out, and stay out, on Borough to patrol.
- 6.6.4 As a result, the occupational costs of providing facilities for patrolling teams can be reduced by providing accommodation in warehouse units; installing modular units within to provide necessary facilities. These bases are not intended to provide front counter facilities.
- 6.6.5 To ascertain the effectiveness of such facilities both operationally and financially a pilot scheme was launched in Waltham Forest in 2005 and Enfield in 2006. Based on the success of these pilots the Estates Strategy is intended to provide for additional facilities throughout each London Borough. In outer London Boroughs one patrol base will be provided, per Borough, to support policing needs (the three outer London Boroughs of Bromley, Lewisham and Sutton will be excluded due to PFI provision). In inner London Boroughs it is expected that more bespoke facilities will be provided.
- 6.6.6 The Territorial Policing Patrol Base review team have examined current facilities supporting patrolling teams both in terms of the accommodation and facilities provided and the number of individuals based at each location. This review has enabled the requirements of each Borough to be prioritised, these are detailed in Appendix C.
- 6.6.7 The medium and longer-term estates strategy is to roll out patrol bases in order of priority, and as commercial opportunities

are presented, some Borough Patrol Bases may be provided ahead of others.

- 6.6.8 The construction of the third base to support Haringey is underway. The proposed solution for Havering BOCU was approved by the MPA on 7<sup>th</sup> December 2006 (via CoP). Further proposals will be developed and brought to MPA Finance Committee for approval.

## **7. METCALL CENTRES**

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### **7.1 Call Centres**

7.1.1 The C3i Programme addressed the need to provide the public with suitable access to the Police Service in terms of emergencies and incidents. To maintain consistency of service resilience, three highly specialised centres have been developed to provide the initial interface. These centres combine functions of the 32 Boroughs' control rooms, Information Room and Telephone Operator Centres.

7.1.2 The three centres are fully operational with 15 of London's 32 boroughs are now integrated with these centres. The remaining 17 boroughs will migrate in line with a rolling programme.

### **7.2 Integrated Borough Operations (IBO) Facilities**

7.2.1 Certain functions that remain under the control of each Borough are handled by Integrated Borough Operations (IBO) facilities. These facilities are being rolled-out across the estate, in phase with the implementation of the C3i Metcall Programme, with the overarching project due for completion in October 2007. They will either be within the BOCU Patrol Bases or retained major police stations based upon best usage via the Asset Management Plans.

## **8. INTELLIGENCE, COVERT POLICING & TASKING (ICPT) PROGRAMME**

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### **8.1 ICPT Programme**

8.1.1 The programme consists of five separate projects: Met Intelligence Bureau, Covert Policing Standards, Corporate Tasking, Prison and Telephone Intelligence and Operation Information Services. This aspect of the estate strategy will be reported upon separately and under “EXEMPT” reporting arrangements to the MPA given the sensitive nature of the uses.

### **8.2 Met Intelligence Bureau (MIB)**

8.2.1 The Met Intelligence Bureau is divided into five strands of work:

- Overall Management
- Reception and Assessment
- Tactical Capability
- Strategic Capability
- Support Services

8.2.2 As part of the MIB, a single corporate Intelligence Standards Bureau and a Covert Authorities Bureau will be created. Covert authorities will continue to be made by business groups with the Bureau responsible for ensuring standards. The Standards Bureau will be made up of the CD Covert Operations Support Unit and the Intelligence Standards Unit.

### **8.3 MIB Accommodation Requirements**

8.3.1 The decision to establish the Metropolitan Police Service Intelligence Bureau will require an estate solution that will be subject to approval under MPA Regulations.



## **9. TERRITORIAL POLICING**

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### **9.1 Asset Management Plans**

9.1.1 In addition to the 32 Boroughs and the asset management plans that have been developed, an overarching asset management plan will be prepared to cover the Central London Office facilities occupied by TP.

9.1.2 This plan will be in place within the next 18 months, and will be cross-referenced to other strategies where buildings are occupied by other MPS teams.

## **10. CENTRAL OPERATIONS**

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### **10.1 Operational Responsibilities**

10.1.1 The responsibilities of Central Operations include pan-London operational response teams, public order teams, specialist training facilities including firearms, responsibility for traffic teams, the air support unit as well as the Mounted branch and Dog section.

### **10.2 Accommodation Requirements**

10.2.1 Whilst certain operational responsibilities require bespoke property solutions, other functions can be accommodated in commercially provided office / light industrial buildings.

### **10.3 Central Operations Asset Plan**

10.3.1 The detailed Asset Plan for Central Operations will be put in place within the next 24 months. The first priority is the need to resolve the needs of the pan-London response teams / public order teams. Currently located within various Borough based facilities and older warehousing facilities the operational requirement is to co-locate team to provide 6 regional/strategic bases. Following the Borough based template for Patrol Bases the property solution will be to provide light industrial warehousing facilities within areas of good road networks.

### **10.4 Specialist Firearms Training Facilities**

10.4.1 Specialist firearms training requirements will be dealt with under a separate centralised asset strategy. This will link into existing contractual arrangements with our PFI providers, and will include a review of past and future business cases.

### **10.5 Asset Plan**

10.5.1 The overarching asset plan for Central Operations will be prepared and documented within the next 24 months following engagement with relevant MPA Members and key stakeholders. Specific business cases for individual projects within the asset plan will be subject to MPA Regulations.

## **11. SPECIALIST CRIME DIRECTORATE (SCD)**

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### **11.1 Operational Responsibilities**

11.1.1 The responsibilities of the Directorate are varied, many operations are covert, some operations are located within specific boroughs throughout the 32 London boroughs, other teams are located centrally.

### **11.2 Accommodation Requirements**

11.2.1 Historically, SCD have shared accommodation with various business groups and in some cases will continue to do so, albeit in modern, flexible accommodation as the estate is refreshed. Other teams require stand-alone facilities, some of which (including the forensic teams) have specialist accommodation requirements.

11.2.2 The occupational requirements of programmes relating to vulnerable persons including Child Protection Teams, Sapphire units, intimidated witnesses/victims of crime and related matters will continue. Some bases will need to be relocated and opportunities will be taken in these instances to ensure alternatives provide suitable environments for those using them.

### **11.3 Asset Plan**

11.3.1 The overarching Asset Plan for SCD will be prepared and documented following engagement with relevant MPA Members and key stakeholders within the next 24 months. Specific business cases for individual projects within the asset plan will be subject to MPA Regulations.

## **12. SPECIALIST OPERATIONS (SO)**

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### **12.1 Operational Role**

12.1.1 Focussing on Counter-Terrorism and Covert Operations the property requirements of the Specialist Operations teams are varied and are located throughout the 32 London Boroughs and centrally.

### **12.2 Accommodation Requirements**

12.2.1 Responsibilities include policing Heathrow airport; Royalty protection; diplomatic protection and counter-terrorism responsibilities. In addition to the inter-dependency of MIB and Counter-Terrorism initiatives, accommodation solutions include the provision of office and warehousing accommodation.

### **12.3 Asset Plan**

12.3.1 The overarching Asset Plan for SO will be prepared and documented following engagement with relevant MPA Members and key stakeholders within the next 24 months. Specific business cases for individual projects within the asset plan will be subject to MPA Regulations.

## **13. DIRECTORATE OF INFORMATION**

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### **13.1 Business Role**

13.1.1 Providing the technological and communications infrastructure and information systems (including covert systems) for the MPS, the Directorate of Information have responsibilities for infrastructure throughout the MPA's estate.

### **13.2 Accommodation Requirements**

13.2.1 Teams are based within standard office accommodation throughout the central estate, but requirements include responsibilities for the Metcall centres, Data Centres and various Core Nodes, Technology Equipment Rooms, and aerial radio systems.

13.2.2 The provision of Edinburgh House in 2004 provided DoI with a dedicated facility, within Central London, for addressing urgent accommodation needs at that time.

### **13.3 Asset Plan**

13.3.1 An overarching asset plan for future needs will be prepared and documented following engagement with relevant MPA Members. Specific business cases for individual projects within the asset plan will be subject to MPA Regulations.

## **14. HUMAN RESOURCES DIRECTORATE**

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### **14.1 Business Role**

14.1.1 With responsibilities for recruitment, training, occupational health, welfare, people development and leadership, the Human Resources Directorate have bespoke training and office facilities throughout the MPA estate.

### **14.2 Accommodation Requirements**

14.2.1 The provision of accommodation within Empress State Building as part of the Central London Asset Strategy in 2004/2005 provided Human Resources with a dedicated facility for centrally based teams and Occupational Health. Following IB approval to the roll out of the Initial Police Learning & Development Programme (IPLDP) and MPA approval for the retention of Penhryn Road, plans are now in hand to develop accommodation solutions for the eight agreed IPLDP sites over the next 12-18 months. Interim measures are already in place to provide accommodation requirements. Central London training facilities have also been provided in Victoria to support PCSO training needs.

### **14.3 Asset Plan**

14.3.1 Future training requirements including those related to the Hendon estate and the Shared Service Centre concept will be identified and documented in the asset plan for the Directorate. The asset plan will be prepared and documented following engagement with relevant MPA Members and key stakeholders. Specific business cases for individual projects within the asset plan will be subject to MPA Regulations.

## **15. DIRECTORATE OF RESOURCES**

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### **15.1 Business Role**

15.1.1 The Directorate of Resources includes Logistical Services, Finance Services and Property Services Departments.

### **15.2 Accommodation Requirements**

15.2.1 The provision of accommodation within Empress State Building in 2004/05 provided the Directorate of Resources with a dedicated facility for centrally based teams. Other teams including but not limited to Catering Services, Transport Services, Uniform Services and the Operational Support Group (within Property Services) are located in central and outer London locations accommodated in a mix of office, warehousing and garage facilities.

### **15.3 Asset Plan**

15.3.1 The medium/longer term strategy for the Directorate of Resources will address the accommodation requirements of those teams currently located in warehousing and garage facilities. Specific business cases will be subject to MPA Regulations.

## **16. NEW SCOTLAND YARD**

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### **16.1 Background**

16.1.1 Costs to maintain the building and provide levels of resilience required to support the functions located in the building are no longer affordable. The necessary works required would cause significant disruption to the property, rendering parts of the building uninhabitable during these works. An Exempt Asset Plan will be submitted to Members as soon as is practicable given the stated prior MPS estate priorities.

### **16.2 Impact of MIB/CTC Requirements**

16.2.1 Resolution to the accommodation needs of MIB/CTC will be key to the future strategy for NSY. An asset strategy for the building is being developed which will incorporate future occupational arrangements and a programme for undertaking specific maintenance items to the property.

### **16.3 Control Room Requirements**

16.3.1 A number of existing control room facilities are considered deficient for both SCD and SO and discussions are ongoing to determine solutions to operational and business requirements.

### **16.4 Asset Plan**

16.4.1 The overarching asset management plan will be prepared and documented within the next 12/18 months. Specific business cases will be subject to MPA Regulations



## **17. FIREARMS TRAINING FACILITIES**

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### **17.1 Firearms Training Requirements**

17.1.1 With a growth in the number of police officers trained in the use of firearms coupled with changes in both the weapon of choice and ammunition specification, the need to provide suitable firearms facilities has been noted as a high priority. Short to medium-term solutions continue to be explored alongside longer-term requirements.

### **17.2 Asset Plan**

17.2.1 Proposals to address future requirements and emerging technical solutions are being developed in liaison with other agencies. An asset plan will be prepared and documented when options are clearer and MPA and MPS approval has been confirmed.

## **18. THE HENDON ESTATE**

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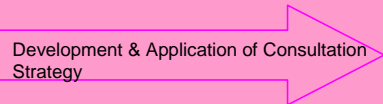
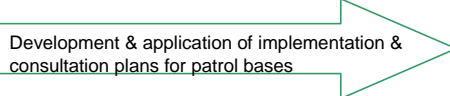
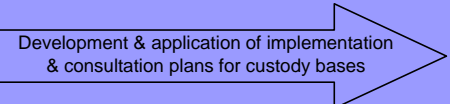
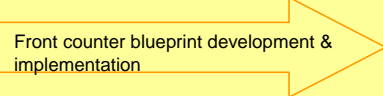
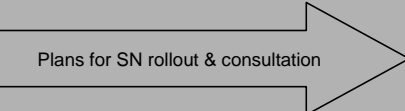
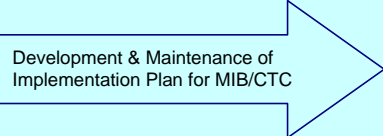
### **18.1 Business Role**

- 18.1.1 The Hendon estate provides accommodation for a number of Directorates including Human Resources, Serious Crime Directorate, Directorate of Information / Met Modernisation – Metcall, Territorial Policing, Directorate of Resources, covert operations and residential needs associated with current training arrangements.
- 18.1.2 Many of the buildings are no longer capable of adaptation, others do not maximise the use of space and are costly to run. The need to provide additional resilience to certain areas, coupled with the need to exit residential units provides an opportunity to examine the MPS requirements at Hendon in the medium and longer term.

### **18.2 Asset Plan**

- 18.2.1 The detailed asset plan for Hendon will be prepared over coming months, following consultation with relevant MPA members and key stakeholders including the Local Authority who intend to allocate further land for future residential use as part of the overarching master plan for the Colindale area.

TIMELINE FOR CURRENT MAIN PROGRAMME STRANDS FOR THE MPS ESTATE

		2006/07	2007/08
Communication & consultation		<ul style="list-style-type: none"> <li>•Complete development of consultation strategy for Territorial Policing Estate, Dec 06.</li> <li>•Communicate agreed Asset Management Plans to appropriate communities/stakeholders.</li> <li>•Commence consultation using agreed toolkits, Oct 06</li> </ul>	
Patrol Bases		<ul style="list-style-type: none"> <li>•The delivery of more patrol bases is very much driven by the appropriate sites becoming available and being purchased, and obtaining planning permission for the developments. Timescales for patrol bases only sites and joint patrol bases/custody centre sites may vary.</li> <li>•Once approved the sites currently identified can move forward in negotiations.</li> </ul>	The next Patrol Bases are reliant on suitable sites being identified and purchased where necessary. The required planning and consultation processes will then need to be completed prior to any builds commencing. Therefore the earliest anticipated date for an on-line site is dependent on these factors.
Custody Bases		The first five sites are currently at planning/consultation stage. Planning permission/building regulations approval is anticipated to take 6 to 9 months. Build time is then anticipated to take a further 18 months. Therefore the first Borough Based Custody Centre is anticipated to be on-line in late 2008 or early 2009. Barking & Dagenham's site has been identified and it is anticipated that the facility will be available in approximately 30 – 36 months.	The next eight Borough based Custody Centres are reliant on suitable sites being identified and purchased where necessary. The required planning and consultation processes will then need to be completed prior to any builds commencing. Therefore the earliest anticipated date for an on-line site is 2010.
Front Counters		<ul style="list-style-type: none"> <li>•Strategic Intention defined June 2006.</li> <li>•Consult stakeholder re Blueprint, Aug 06 – Mar 07.</li> <li>➢Concept of Principal Site agreed for 24/7.</li> <li>➢Discussion re borough model for satellite sites.</li> </ul>	<ul style="list-style-type: none"> <li>•Model for front counter services developed in consultation with boroughs.</li> <li>•Determine location and delivery style of police services for communities.</li> <li>•Review of how services delivered, post implementation.</li> </ul>
Safer Neighbourhoods		Additional 180 teams permanently accommodated bringing total to 474.	Additional 158 teams to be permanently accommodated bringing total to 632.
MIB/CTC		<ul style="list-style-type: none"> <li>• Investment Board to agree the most cost/effective approach to meet MIB/CTC operational requirements.</li> <li>• Estate Programme Board &amp; Management Board to endorse IB recommendations for MIB/CTC.</li> <li>• Detailed implementation planning to commence.</li> <li>• IB/EPB/MB to agree proposals for interim arrangements concerning NSY.</li> </ul>	