

THE MPA/MPS ESTATE STRATEGY 2010-2014



**METROPOLITAN
POLICE**

MPA
Metropolitan Police Authority

NEW
SCOTLAND
YARD

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Foreword: Kit Malthouse

The Metropolitan Police Authority (MPA) is responsible for the Metropolitan Police estate and we recognise the vital role our buildings play in supporting the delivery of effective and efficient policing for communities across the capital. We are committed to providing Londoners with a customer focussed, effective, value for money service that is constantly responsive to the needs of the communities we serve. This means we need to modernise and adapt our buildings to accommodate up-to-date policing practices and functions.

The MPA owns a lot of property. In our view too much, especially since a lot of it is old and outdated, is very expensive to maintain and much is not used particularly efficiently. We need to sell some of it and modernise the rest. We also need to make sure our buildings are in the right place.

But buildings often represent something important, especially the local nick. The police station has become a powerful symbol of police presence and a threat of closure can often spark outrage and strong views. We are sensitive to this. In fact, we want a greater police presence and to make access to services easier. More cops on the street and front counters in better places such as supermarkets and libraries for example, will actually make contact with the police easier. We can then move all the other functions behind the front counter into efficient, cheaper buildings so we can spend even more money on blue uniforms to patrol your street.



The previous estates plan caused alarm bells to ring across the capital. So we tore that up and started again. This one has had a lot more work and thinking by a team from the MPA and MPS who we thank for their diligence. I hope it makes sense to you and that from it you can see that our aim is to drastically improve the service we offer London and release money for fighting crime.

Kit Malthouse
Chair of the MPA

Foreword: Anne McMeel

The Metropolitan Police Service faces many changes over the next few years – responding to a growing and diverse population, collaborating with new partners and working within increasingly difficult financial constraints. These challenges will impact on the whole service, including how we use the buildings and facilities from which we all work.

In doing this we can also have the flexibility we need to continue to be in the right place, at the right time, responding from the right locations to the needs of Londoners 365 days a year.

We have come a long way and made real progress – developing new facilities, working with partner organisations and providing more accessible policing, whilst at the same time improving existing buildings, and disposing of selected buildings which are no longer needed for policing in London today.



Times have changed, there is more pressure on resources and we need to make the estate work harder for us. This is not just about delivering savings but providing property services to policing colleagues and doing all we can to maintain our operational capability on front line policing. By making our estate work harder we can make it work more efficiently and effectively for the staff and officers who use it every day. We need to work smarter, making the estate a more dynamic asset that responds to operational need whilst delivering value for money for Londoners.

But there is also some way to go if we are to deliver our vision of an efficient, flexible and value for money estate. We will continue to respond professionally to deliver the policy needs of the Service at every level – from training and patrolling, to Safer Neighbourhoods bases and custody provision. Our buildings represent a real policing presence in our communities. This Estate Strategy sets out our vision for the estate in supporting the delivery of an effective policing service to London in a way that increases public confidence and safety.

Anne McMeel
Director of Resources

In following the Corporate Real Estate model we are working in the same way as many other large property occupiers, ensuring that Metropolitan Police Service Property Services is, in the short term, looking at solutions and opportunities whilst working to a longer term vision to deliver the right property solution to meet operational needs.

1. Context: challenges facing the Metropolitan Police Service

The Metropolitan Police Service (MPS) serves a population of over 7.5 million living in an area of 1,579 sq kms. The population is expected to rise to 8.1 million by 2016 and as well as residents, London has a significant number of commuters and visitors who impact on the dynamics of the city.

Policing in London is a 24 hour/7 days a week operation delivered by over 50,000 people.

Each year the MPS deals with 7 million telephone calls and recorded crimes are in the order of 830,000 a year.

The MPS aims to build public safety and confidence by:

- Convincing communities we are on their side.
- Reducing crime and catching criminals.
- Being intolerant of violence.
- Delivering security on the streets of London.
- Delivering the right services at the right price.

The MPS's mission is "to make London the safest major city in the world". What needs to be done and how the MPS works as an organisation to deliver that mission over the medium term can be summarised as follows:

To deliver SAFETY and CONFIDENCE

Our PRESENCE must be felt across London
Our PERFORMANCE must be outstanding
Our PRODUCTIVITY must be high, and
Our PROFESSIONALISM must be a cause for PRIDE

The MPS vision is supported by the corporate themes of safety, confidence and improvement.



Bromley Police Station - a modern multi-purpose building



New Scotland Yard

Safety

In promoting safety for those who live, work and visit London, the MPS is committed to reducing crime and catching criminals, being intolerant of violence and delivering security on the streets of London.

Confidence

The MPS, in all that it does, is working to convince communities in London that it is on their side and to improve people's experience of its services.

Improvement

The MPS aims to provide the right services at the right price thus ensuring the efficient, effective and economic use of all the resources entrusted to it.

More details about these themes can be found on the MPA and MPS websites, notably in the MPA/MPS Policing Plan and the MPA Met Forward documents.

www.mpa.gov.uk

www.met.police.uk

2. How do we police London?

London is a vibrant international city, home to 7.6 million people and many languages. Millions more work in, and visit, the city each year. It is a multi-layered world, shifting shape and size constantly.

The MPS protects London 24 hours a day. It is as dynamic as the city and is geared to respond to the public's calls for help, and to threats to public safety, from wherever they emerge.

The MPS makes its presence felt when and where it matters. Its workforce of more than 32,000 police officers, over 4,000 Police Community Support Officers (PCSOs) and over 14,000 support staff work across a number of inter-linked levels.

The MPS's interaction with the public takes place in a number of different ways:

- Command Control Call Centres take telephone calls and may be the first point of contact for some people.
- Front counters offer face to face contact for those reporting crime or collecting and returning forms.
- Safer Neighbourhoods bases serve local wards.
- Kiosk/information points with touch screens linked to the local team can be found in shopping centre locations.
- Mobile police stations serve local communities as required.
- The MPS is also contactable by email and emergency and non emergency telephone numbers.

- In wards and neighbourhoods, the MPS is present in local policing teams. London has 625 electoral wards, each with around 20,000 households. Every ward has a local team which enhances police presence in local communities.
- In the 32 geographical borough commands, which match local authority boundaries, the MPS organises its 999 response teams and runs local Criminal Investigation Department (CID) teams. Borough Commanders are the link with councils and other agencies.
- On a pan-London level, the MPS runs murder squads, public order units, firearms teams, forensics support and other highly trained specialist units required to police a modern major city, such as squads to target drug traffickers.
- London has one of the world's busiest transport networks. The MPS operates a pan-London Safer Transport Command, which works closely with British Transport Police and Transport for London, and road policing.
- At a national and international level, the MPS leads the British policing response to terrorism and protects politicians, the royal family and visiting heads of state. It is an important player in the fight against international organised crime.
- In the sphere of terrorism, the work by police and other agencies at grass-roots level, with young people in schools and youth clubs in London, may be the key to disrupting the plans of terrorist groups based thousands of miles away. Counter-terrorist investigators find their inquiries stretching from a London neighbourhood to the international arena.
- The work at all these levels, from Scotland Yard specialist units to PCSOs, is part of an integrated approach, because the criminals and those who threaten the safety of the population recognise no levels or boundaries.
- Much of what the MPS does is visible and overt. Its uniformed response teams turn up to 999 calls from the public. In neighbourhoods and town centres across London, the MPS provides a visible, uniformed and reassuring police presence.



A Met Police vehicle patrolling London

- The MPS is on display to the world as its uniformed officers police more than 4,500 public order events each year, ranging from the Notting Hill Carnival, through to football matches and the planned policing of the 2012 London Olympic and Paralympic Games.
- However, much of its most important protective work is 'invisible'. The public may benefit from a safer London but will not see the work of counter-terrorist detectives, child protection teams, e-crime specialists, surveillance units and other specialist squads, or the work MPS officers and staff carry out to ensure offenders are put into the criminal justice system.
- Some of the property the MPS uses is publicly identifiable and visible. Many response officers and some neighbourhood teams are based in 'traditional', multi-functional police stations, alongside custody suites and CID units.
- However, in recent years, neighbourhood teams have been based in non-police premises, including council offices. The key is to be based in or very close to their wards.
- Increasingly, as older buildings are replaced, the emphasis is on ensuring police officers are based in locations which allow them to get to the public, in need and distress, as quickly as possible. This may mean building separate custody bases and putting response or local policing teams in premises at the heart of the areas they police.
- Police officers and staff do not wait in stations for calls to respond to. They are out, on the streets and in communities, patrolling. Increasingly, with police officers patrolling on their own, the 'footprint' they cover in London is bigger.
- What matters is not the buildings the officers gather in for their shifts or their locations, but that they are well-briefed and that they know their areas. What matters is that they have the right equipment to get to the public, when they are needed, as quickly as possible.
- Equally, some of the MPS's most vital units, such as surveillance teams working against armed gangsters, are in anonymous buildings.
- Working at a computer, in an office, to identify those cyber-trafficking child abuse images may lead to the rescue of children in London from abuse. Invisible, covert policing plays a major role in keeping London safe.
- Increasingly, the handling of detainees in custody is moving from the older, traditional stations to purpose built custody centres. This will make little difference to the public whose main concern is that offenders are arrested.
- The key to all of the MPS's plans is that it can get to people who need its help quickly, where and when it counts, and that people are able to call on it for help - by phone, SMS, email, across the internet or in person.





3. Context: challenges facing the Metropolitan Police estate

Overall responsibility for the estate is vested in the Metropolitan Police Authority (MPA), the statutory organisation responsible for ensuring an efficient and effective police service for London. Day-to-day management of the estate is delegated by the MPA to the MPS which occupies the estate. The Property Services Department, within the Resources Directorate, has delegated responsibility for the management of the estate.

The estate currently comprises just under 1,000,000 sq m and in the order of 900 buildings. It can be categorised in various ways but from a public perspective the most important differentiation is between public facing and non-public facing functions.

Public facing facilities include places where the public can make face to face contact with police officers whether they are victims or witnesses of crime, offenders, or using the police services in another way.

Non-public facing facilities include police training facilities, forensic research establishments, call centres and office buildings for the MPS business support services (finance, human resources, etc).

The MPS also has residential facilities including blocks of flats, individual houses and single flats, or hostel style 'section house' accommodation allocated under specific criteria to staff and officers.

The key challenges facing the estate are:

- Responding to the speed of change and the increasingly dynamic nature of policing.
- Having the right buildings, of the right size, in the right place.
- Being able to accommodate new policing operations at short notice.
- Accommodating new functions into existing buildings without disrupting current operations.
- Working with a range of other public sector partners.
- Working within increasingly difficult financial constraints and ensuring the MPS is making the best use of its assets.

4. Meeting the challenge

Along with people, information technology and vehicles, property is one of the key resources which supports operational policing. To ensure efficiencies in the use of property, the MPA and the MPS regularly review their Estate Strategy and supporting plans for implementing it.

In the last few years the MPS has concentrated on the provision of Safer Neighbourhoods bases, new custody facilities and new patrol bases across the capital. Whilst the estate has expanded in terms of numbers of buildings, selected properties have been sold where they are no longer needed for operational delivery.



Enfield Patrol Base

The MPA and the MPS now need to rationalise the estate to ensure it meets service needs in the most cost effective manner. The MPS will work to agreed space standards and co-locate functions in order to operate from fewer properties, but will ensure that it maintains operational policing capability.

The current Estate Strategy comprises three core elements:

- The Property vision.
- Property objectives.
- Key themes for change and targets.

In addition, the MPS has a range of implementation plans.

5. The property vision

VISION

Continually improving the use of the estate.

We will optimise the use of the estate to achieve MPA/MPS objectives through prioritised spending and ensuring value for money. We will achieve this using a framework that supports inclusion and recognises the diversity of the communities we service.

The Property Services team supports the MPA and MPS in the strategic planning, delivery, management and operation of the estate. The Property vision is in line with other public bodies with an operational or service focus, where property is a supporting function. The planning, delivery, operation and review of property must flow from the operational need. However, this does not stop the MPS from challenging and reviewing the operational need to ensure value for money from its resources. The aim is to provide a well planned property portfolio which:

- Meets current and future service needs in terms of confidence, safety and value for money.
- Capitalises upon co-location opportunities within London and exploits the synergies of partnerships.
- Is in good condition with minimal maintenance backlog.
- Releases capital for reinvestment where appropriate.
- Rationalises property wherever possible in line with future needs (e.g. crime, risks, changing population, growth areas, changing patterns of service delivery, work style of the MPS staff).
- Is regularly reviewed using agreed criteria.
- Provides working conditions that support good service performance.
- Allocates investment in future property according to a robust corporate prioritisation framework.
- Continues to drive energy efficiency and uphold high environmental standards.

6. Property objectives

The property objectives are aligned with the MPS objectives of safety, confidence and value for money. The following high level property objectives have been developed:

Safety

- Provide safe and secure facilities throughout the estate for those using or visiting the MPA/ MPS properties.
- Provide accommodation that meets statutory and regulatory requirements in terms of health and safety and accessibility.
- Provide accommodation in appropriate locations supporting operational imperatives.

Confidence

- Provide accommodation in support of the Safer Neighbourhoods programme and separately the provision of front counter facilities.
- Provide good quality accommodation for service needs in appropriate locations.

Value for Money

- Ensure maximum use of real estate assets whilst minimising operational cost.
- Offer an efficient working environment for staff supporting high performance.
- Co-locate services to capitalise on the opportunities of partnership working.
- Promote sustainable and environmentally friendly provision and use of property.



7. Framework for estate change

The framework for change consists of:

- Real estate - the physical estate and buildings.
- Process - the process change required to support an effective and efficient estate.
- Service - how Property Services, together with colleagues from across the MPS, respond to the estate challenges.



Wapping Pontoon and Police Station houses the Metropolitan Police river fleet

7.1 Real estate: fit for purpose estate

Condition

The current operational estate is highly diversified and has a significant backlog of maintenance issues. The ongoing programme of condition surveys will ensure that the MPS updates the backlog costs and provide a revised programme of repairs, redevelopments and building disposals.

Sufficiency

The MPS has an ongoing programme to gauge the size of the estate relative to the operational needs. It has also developed policies that allow it to provide suitable front counter facilities or reception areas and Safer Neighbourhoods bases for the communities it serves.

Capital programme

There is an ongoing programme of new building development to replace the older and unsuitable buildings in the estate. A matrix, which prioritises new capital projects against the Policing London Business Plan's priorities, has been developed.

Suitability

In a number of cases, buildings are not being used for the original purpose they were designed for. The MPS is therefore pursuing a programme, as new buildings come on stream, to move business units to more fit for purpose premises.

A planned exit strategy has already been developed in regard to the residential estate, where it is anticipated that core property holdings will be a maximum of 200 units.

Property Services are developing work programmes to optimise the utilisation and re-profiling of the estate. Part of this programme is the development of appropriate standards and protocols for the use of property.

To deliver a leaner, more effective estate, business processes and operational demand are being analysed within properties primarily used for office, storage and training purposes. The overarching aim is to meet operational need while reducing cost and generating capital receipts which can be invested in operational policing and public facing buildings.

7.2 Process

Corporate Real Estate approach

The MPS has moved to a more corporate approach to the planning, delivery, operation and use of property. Property Services are the professional lead for real estate and will advise MPS Management Board so that property related decisions can be taken in the overall corporate interest of the service. All business groups have been consulted and are supportive of this strategy which will help to bring about more effective use of property.

Property Services are also putting the Corporate Real Estate approach at the heart of the delivery of property services within the organisation.

Collaboration

In financially challenging times it is even more important that the MPS works closely with other public agencies and private sector partners and, where practical, looks to share services with partners.

Its key regional public partners are the other members of the Greater London Authority - Transport for London in particular.

At a local level the MPS interfaces with the borough councils and the Primary Care Trusts through the Local Strategic Partnerships (LSP).

Through the Safer Neighbourhoods programme the MPS has located a number of units within assets owned by other public partners, e.g. local authorities. The MPS is keen to continue this initiative so it is currently working with a number of London councils to develop joint solutions to some of its property challenges.



Safer Neighbourhoods Base - Bromley

Criteria for retention, rationalisation and acquisition of property

To achieve value for money in its estate and reach optimal cost levels, the MPS needs to be thorough in challenging its need for property and its intensity of use.

The MPS recognises that it will need to provide for the property and accommodation needs of existing, new and improved public services and the needs of its workforce. At the same time it needs to release significant capital from, and reduce the revenue costs of, the estate. This will be done through regular service property reviews and area property reviews. The MPS has a decision matrix to determine whether to hold or dispose of properties and this is continually reviewed against the changing operational policing priorities. Whilst the criteria are continually reviewed, particularly operational related matters, the issues under consideration include, but are not limited to:

- Impact on operational capability (e.g. single site patrolling, custody provision, front counter provision).
- Annual revenue costs.
- Projected capital investment.
- Public footfall (where appropriate).
- Carbon footprint / energy performance/ Display Energy Certificate (DEC) rating.
- Utilisation of facilities / workspace.
- Options for lease termination.
- Availability of alternative building solution.
- Presence of Information, Communications and Technology (ICT) notes.
- Current building condition.
- Building and location suitability.

The MPS also has priority lists for new capital projects which are reviewed against agreed criteria. This results in a comprehensive investment plan for property.

Corporate Social Responsibility (CSR)

As with town planning, the MPA and the MPS are developing a separate CSR strategy. The MPA and the MPS have a very strong commitment to the principles of social, economic and environmental sustainability. These are corporate responsibilities which business units uphold and the Resources Directorate, including Property Services, drive through the estates vision, strategy and plans.

In the long term re-profiling of the estate, the following are being taken into account:

- Energy costs of buildings.
- Responsibilities towards Carbon Reduction Commitment (CRC).
- Travel patterns of the public as well as employees .
- Environmental targets set by central government as well as the Greater London Authority (GLA).

7.3 Service

Olympics and the Thames Gateway

The London 2012 Olympic and Paralympic Games and the Thames Gateway are two significant programmes of work. The MPS has an Olympic Programme team as well as a Thames Gateway Programme Board. The MPS is closely monitoring any new processes and operational plans being adopted in these two programmes and feeds any improved processes, systems and ideas into its future plans.

Multiple clients, single source of advice

Property Services' current structure provides for a dedicated single point of contact for each MPS business group. Through these individuals, the MPS coordinates the collective operational demands of the service so it can plan the estate on a corporate basis. This way it can bring about synergies across the various MPS business groups.

Value for money

The MPS is very focussed on achieving year on year value for money improvements in the estate. Driven by the need to make better use of the estate, it should be able to reduce its size which in turn will drive down running costs and release surplus assets for disposal.

The MPS strives to develop as well as follow best practice in everything it does. It participates in a number of property industry groups, as well as police specific groups, which share and disseminate these skills and information. It has also shared with the Home Office some of its evolving design standards and, through its relationship with Transport for London, shares information and good practice.

Town planning

The MPS has a separate town planning strategy - *Planning for Future Police Estate Development*.

Town planning is an important tool for the MPS to use in a proactive as well as a reactive way. The MPS articulates to regional and local government the policing demands in terms of property. It also responds to requests from local authorities on large scale development opportunities where the development justifies a dedicated police facility or contribution to the local policing function. The MPS therefore influences the Mayor's London Plan as well as individual borough's Local Development Frameworks (LDF).

Under the Secure by Design initiative the MPS has a number of Crime Prevention Design Advisors, who provide input at a design stage into large scale regeneration projects.

The MPS will continue to input into the emerging Community Infrastructure Levy (CiL).



A new Custody Centre - Waltham Forest

8. Performance measurement and improvement

To support the objectives and key themes the MPS has a range of implementation plans. The MPS will:

- Set targets and the owners allocated will monitor progress on these commitments. These will be reported through our performance monitoring framework.
- Have a strong commitment to improving data collection, systems and management. It is reviewing its internal data management systems and will determine future need against this strategy.
- Continue to conduct post occupancy evaluation of all programmes and projects to ensure benefits are being realised and lessons are fed back into new programmes.

In addition to these internal measures, the MPS takes part in a number of voluntary and mandatory benchmarking exercises. Through the Police Property Managers Group and its internal systems, the MPS will continue to monitor the performance of the estate.



Glossary

CiL	Community Infrastructure Levy
CRC	Carbon Reduction Commitment
CSR	Corporate Social Responsibility
DoR	Directorate of Resources
FM	Facilities Management
GLA	Greater London Authority
HMIC	Her Majesty's Inspectorate of Constabulary
HR	Human Resources
ICT	Information Communications Technology
KPI	Key Performance Indicator
LSP	Local Strategic Partnership
MPA	Metropolitan Police Authority
MPS	Metropolitan Police Service
PSD	Property Services Department
SIP	Service Improvement Programme
TfL	Transport for London

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