

# THE MPA/MPS ESTATE STRATEGY

2010-2014

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## **Estate Strategy: MPA Foreword [written by MPA Officers]**

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.

Our estate is broad and varied, but many of our buildings are quite literally unfit for purpose in the 21st century. We need to develop and modernise the estate so that it can serve everybody's needs - the police need modern facilities to tackle crime, while the public want and deserve a visible presence in their midst to reassure them that the police can respond to crime effectively.

To help achieve this, an MPA member panel is supporting the implementation of the estate modernisation programme. Central to this is making the policing more accessible to the public and involving communities more when formulating our plans to ensure they understand what we aim to achieve – a better police service for them – and how our buildings can help make this happen.

Within Met Forward, the Authority's three year strategic mission setting out how we want the London's police to develop and perform to ensure key priorities are delivered, we recognise the urgent need to improve our infrastructure, of which the police estate is a vital element, to support the fight against crime. We also acknowledge that in the current economic climate budgets have become increasingly tight and significant savings need to be made. Financial constraints will impact on our development plans, but this should act to focus our efforts in supporting complex front-line policing needs.

This renewed strategy document supersedes previous plans but maintains the principles and framework we have followed to develop, modernise and maximise the Met police estate for our employees and Londoners. Above all, this strategy encapsulates our commitment to provide the best possible facilities to enable the Met police to deliver better service to communities across the capital.

Kit Malthouse  
Chair of the MPA

## Foreword

The Metropolitan Police 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.

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.

In following the Corporate Real Estate model we are working in the same way as many other large property occupiers, ensuring that 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. 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.

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 to patrolling, Safer Neighbourhoods bases to custody provision. Our buildings represent a real policing presence in our communities. The Estates 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  
Metropolitan Police Service

## 1. Context: Challenges Facing the Metropolitan Police

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 significant number of commuters and visitors which impact on the dynamics of the city.

Policing in London is a 24hour/7 days a week operation delivered by over 50,000 people. Each year we deal with 7 million telephone calls and recorded crimes are in the order of 840,000 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
- Delivery security of our streets
- 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 we work 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 three corporate themes, safety, confidence and improvement.



**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 of our streets.

### Confidence

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

### Improvement

We aim to provide the right services at the right price thus ensuring the efficient, effective and economic use of all the resources entrusted to us.

More detail on the above can be found in the annual MPA/MPS Policing Plan and MPA Met-Forward and on the MPA and MPS websites.

<http://www.mpa.gov.uk/>

<http://www.met.police.uk/>



**Bromley Police Station**  
**A modern multi-purpose building**

## 2. How do we Police London?

### How 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 Metropolitan Police Service (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 30,000 police officers and up to 20,000 support staff - including community support officers - work across four inter-linked levels.

- Our 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 Neighbourhood Base serve local wards
  - Kiosk/information points are touch screens linked to the local team and can be found in shopping centre locations
  - Mobile police stations serve local communities as required
  - We are also contactable by email; and emergency and non emergency telephone numbers. Such contacts are made by our Borough teams.



**A Met Police vehicle patrolling London**

- In wards and neighbourhoods, the MPS is present in local policing teams. London has 625 electoral wards each with around 20,000 households. Each has a local team which enhances our 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 CID teams. Borough commanders are the link with councils and other agencies.
- At a pan-London level, it 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 also operates a pan-London Safer Transport Command - which works closely with British Transport Police and Transport for London - and roads 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.
- The work at all these levels - from Scotland Yard specialist units to PCSOs visiting schools - is part of an integrated whole, because the criminals and those who threaten our safety recognise no levels or boundaries.
- The international drug trafficker, if left unchallenged, brings in shipments of heroin and cocaine, cascading violence, misery and harm to the neighbourhoods - on street corners and even at school gates. The causes of murders in London may lie in feuds imported from elsewhere in the world. MPS murder squad detectives are regularly dispatched abroad on inquiries.
- 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 the London neighbourhood to the international arena.
- Much of what the MPS does is visible and overt. Its response teams turn up, in uniform, to 999 calls from the public. In neighbourhoods and town centres across the M25 area, the MPS provides a visible, uniformed, reassuring police presence.
- The MPS is on display to the world as its uniformed officers police more than 3,500 public order events each year, ranging from the Notting Hill Carnival, through football matches to the 2012 Olympic 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 overt 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 also based themselves 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 will be 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 to be scrambled for action. They are out, on the streets and in communities, patrolling. Increasingly, with the introduction of single patrol, the 'footprint' they leave in London is bigger.



### **Single Patrolling**

**A visible presence on the streets of London, maintaining the safety and confidence of the community.**

- What matters is not the buildings they gather in for their shifts, but that they are well-briefed, that they know their areas, and that they have the right equipment to enable them 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. Work at a terminal, in an office, to identify those cyber-trafficking in child abuse images may lead to the rescue of children - in the real London - from abuse. Invisible, covert policing plays a major role in keeping London safe.

- Increasingly the handling of prisoners in custody will move from the older, traditional stations to purpose built custody centres. This will make little difference to the public who are only concerned that offenders are arrested
- The key to all our plans is that we can get to people who need our help quickly where and when it counts and that people are able to call on us for help - by phone, SMS, email, across the internet or in person.

### 3. Context: challenges facing the Metropolitan Police Estate

#### Background

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 who occupy the estate. The Property Services Department, within the Resources Directorate have 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 our services in another way.

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



**Empress State Building**  
Houses a range of operational and non-operational functions

**Residential** - we have 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 increasingly dynamic nature of policing.
- Having the right buildings; of the right size; in the right place.
- Being able to 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 we are optimising the use of our assets.



**Lambeth CCC**  
**One of our telephone call centres (Metcall)**

#### 4. Meeting the Challenge

Along with people, information technology and vehicles, property is one of the key resources which supports operational policing. To ensure we drive efficiencies in the use of property we regularly review our Estate Strategy and supporting implementation plans.

In the last few years we have 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 properties, we have sold selected properties where they are no longer needed for operational delivery.



We now need to rationalise the estate to ensure it meets Service needs in the most cost effective manner. We will work to agreed space standards and co-locate functions in order to operate from fewer properties but will ensure that we maintain operational policing capability.

The current Estate Strategy comprises three core elements:

- **The Property Vision**
- **Our Property Objectives**
- **Key themes for change and targets**

In addition, we have a suite 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 recognise 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 us from challenging and reviewing the operational need to ensure value for money from our resources. We aim to provide a well planned property portfolio which:

- meets current and future service needs in terms of confidence, safety and value for money.
- is in good condition with minimal maintenance backlog.
- 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).
- provides working conditions that support good service performance.
- capitalises upon co-location opportunities within London and exploits the synergies of partnerships.
- releases capital for reinvestment where appropriate.
- is regularly reviewed using agreed criteria.
- 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. We have developed the following high level property objectives.

### **Safety**

- To provide safe and secure facilities throughout the estate for those using / visit our properties
- To provide accommodation that meets statutory and regulatory requirements in terms of health and safety and accessibility
- To provide accommodation in appropriate locations supporting operational imperatives.

### **Confidence (presence)**

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

### **Value for Money**

- Ensuring maximum use of real estate assets whilst minimising operational cost.
- To offer an efficient working environment for staff supporting high performance.
- To co-locate services to capitalise on the opportunities of partnership working.
- To 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** – what process change is required to support an effective and efficient estate?
- **Service** – how property services together with colleagues from across the MPS will respond to the challenges.

### 7.1 Real Estate

#### Fit for Purpose Estate

##### Condition

The current operational estate is highly diversified and has significant backlog maintenance. The ongoing programme of condition surveys will update the backlog costs as well as inform a revised programme of repairs, redevelopments and building disposals.

##### Sufficiency

We have an ongoing programme to gauge the size of the estate relative to the operational needs; and in the area of public facing facilities, policies that will ensure suitable front counter facilities or reception areas and Safer Neighbourhoods bases are provided for the communities we serve.

##### Suitability

In a number of cases, buildings are not being used for the original purpose they were designed. We are 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 front line policing and public facing buildings.





**Wapping Pontoon and Police Station  
Houses the Metropolitan Police River Fleet**

### 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.

## 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 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 we work closely with other public agencies and private sector partners and will, where practical, look to share services with partners.

Our key regional public partners are the other members of the GLA group and TfL in particular.

At a local level we interface with the Borough Councils and the Primary Care Trusts through the Local Strategic Partnership (LSP).

Through the Safer Neighbourhoods programme we have located a number of units within assets owned by other public partners e.g. local authorities. We wish to continue to leverage this initiative so are currently working with a number of London councils to develop joint solutions to some of our property challenges.

### Criteria for Retention, Rationalisation and Acquisition of Property

To achieve value for money in our estate and reach optimal cost levels we need to be thorough in challenging our 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 our 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.

We have 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) | Options for lease termination                 |
| Annual revenue costs   | Availability of alternative building solution |
| Projected capital investment   | Presence of ICT nodes                         |
| Public footfall (where appropriate)  | Current building condition                    |
| Carbon footprint / energy performance/DEC rating   | Building and location suitability             |
| Utilisation of facilities / workspace  |   |

We also have priority lists for new capital projects which are reviewed against agreed criteria. This results in a comprehensive Investment Plan for Property.



**Kelsey & Eden Park & Clockhouse  
Safer Neighbourhoods Base (Bromley)**

### Corporate Social Responsibility (CSR)

As with Town Planning we 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 our long term re-profiling of the estate we are taking into account:

- Energy costs of our buildings
- Our responsibilities towards Carbon Reduction Commitment (CRC)
- Travel patterns of the public as well as our employees
- Environmental targets set by central government as well as the GLA

## 7.3 Service

### Olympics and Thames Gateway

The Olympic Games and the Thames Gateway are two significant programmes of work. We have an Olympic programme team as well as the Thames Gateway programme Board. We are closely monitoring any new processes and operational plans being adopted in these two programmes and will feed any improved processes, systems and ideas into our 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, we coordinate the collective operational demands of the MPS so we can plan the estate on a corporate basis. This way we believe we can bring about synergies across the various MPS business groups.

### Value for Money

We are 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, we should be able to reduce its size which in turn will drive down running costs and release surplus assets for disposal.

We strive to develop as well as follow best practice in everything we do. We participate in a number of Property industry groups as well police specific groups which share and disseminate these skills and information. We have also shared with the Home Office some of our evolving design standards and, through our relationship with TfL, share information and good practice.

### Town Planning

We have a separate Town Planning Strategy - Planning for the Future Police Estate Development.

Town planning is an important tool for us to use in a proactive as well as reactive way. We articulate to regional and local government the policing demands in terms of property. We also respond 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. We therefore influence 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.

We will continue to input into the emerging Community Infrastructure Levy (CiL)

## 8. Performance measurement and improvement

So how will we know we are improving?

To support the objectives and key themes we have a suite of implementation plans.

We will set targets and the owners allocated will monitor progress on these commitments. These will be reported through our performance monitoring framework.

We also have a strong commitment to improving data collection, systems and management. We are reviewing our internal data management systems and will determine our future need against this strategy.

We will also 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 we take part in a number of voluntary and mandatory benchmarking exercises For example through the Police Property Managers Group and our internal systems we 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                       |