

Property Services

Introduction

Property Services comprises the following areas of responsibility:

Asset Management and Utilisation

The Asset Management Division drives the management, development and improvement of the estate to meet policing needs and deliver best value. The Division is responsible for the development and delivery of the commercial and residential estate strategy; acquisition and disposals; allocation of accommodation and utilisation of the estate. In addition, the team lead on town planning, regeneration and property related communication matters to citizens.

Programme Delivery/construction

This Division of Property Services is responsible for the delivery of property solutions in response to the estate strategy prepared by the asset strategy, agreed with the MPA / OCUs, to meet operational priorities and affordability. The division consists of a number of strands including construction, support to C3i, forward works delivery, design and special projects. It leads on Programme Delivery reporting and the Gateway process on property activity.

Facilities management

The Facilities Management Division of Property Services strives to maintain/operate property at the appropriate condition to permit the core business of policing London to be undertaken and in a legally compliant manner. The division consists of a number of strands including maintenance and repair; office services; contractor performance.

Commercial operations

The Commercial Operations Division of Property Services provides finance and related support to Property Services that is policing/business focused. The division also oversees the development of IT and its use to drive performance management and the procurement function. The division consists of a number of strands including finance, procurement, IT, specialist training / HR and QA, commercial contract management, PFI and outsourced contracts

Operational Support Group (including CAMB)

The Operational Support Group of Property Services supports front-line policing and covers a wide range of topics including event planning and 'on the ground' support to public order events, multi-agency training exercises, scenes of crime, witness protection, covert estates and forced entry to property. This Division consists of a number of strands which falls in to four main parts which all build off our core professional disciplines and understanding of property, building construction, relevant specialist skills and the ability to develop our core property professional staff in to "crisis" roles at

best value. The team receive regular MPS and other agency operational commendations:

- **Method of Entry to Buildings (MOE)**
This team trains all officers on basic techniques. But Property Services provides specialist teams for “more difficult cases” building on our knowledge of construction techniques and close contact in operational terms. Our teams are seen as “world class” and we train most other UK Forces and the SAS / SBS and many other forces worldwide.

In recent times (since 2004) operational challenges, and Property Services’ unique understanding of buildings, has seen our MOE / OSG called upon to a new wave of policing challenges where protestors seek to make themselves inaccessible or physical attached (e.g. by gluing) to structures. Property Services MOE is now world class in overcoming and dealing with such situations.

- **Computer Aided Modelling Bureau (CAMB)**
Property and building related use of Information Technology (IT) is highly advanced and Property Services exploit this fully as part of our core role. This has major operational potential which the MPS has exploited for many years. Our uniqueness is driven by the use of property / building expertise with IT as understanding “property” is critical to impact / risk assessments / actions. The CAMB team support and train in all aspects in this arena both for the MPS and worldwide. They are considered ‘world class’ as evidenced by their representation on worldwide enforcement agency bodies. They have a ‘Vice President’ on the global law enforcement/standards body and receive valuable software sharing rights. They also virtually train SO and SCD officers regularly and are always involved in high profile investigations (e.g. Paget, MoD, other UK forces etc). They operate at home and overseas. Non-MPS work is “charged” for.

In 2007 some more basic crime scene skills were ‘in sourced’ with full operational support. They were outsourced in the late 1990’s and only in 2007 could the MPS revise this approach. The operational side have been delighted with the changes in sourcing brought.

- **Public order support/events**
Property is all about deploying physical assets in a built environment and this includes major events, crown control, observation posts and the like. The MPS has long recognised the Property Services skill bases in this area and our ability to rotate support staff and call on peak load people in time of exceptional surge need. Property Services has developed exceptional world-class skills in support of public order from complex barrier and information deployments.

Covert property action

- Governance and compliance requires strict control of covert property action and Property Services works closely with operational colleagues in this area. Property Services has a number of people covertly deployed

both in physical and legal terms. This work includes covert / disruptive investigation support as well as “cloaking” MPS covert presences.

- In addition MPS operational units require from time to time investigation support that is property “informed” which this Property Services team provides at the front line.

Resilience and compliance

With such a large estate come legislative and security obligations along with the challenge of keeping critical buildings operational when London infrastructures fail. Resilience and compliance includes engineering, estate health & safety, environmental, energy, fire, building regulations, public health, etc. They also manage our energy purchases and have an exceptional track record in not only going “green” but managing out the energy market peaks and troughs.

Environmental

This team leads not just on environment pan MPA/ MPS but also many other corporate social responsibility areas. They are highly regarded in GLA group terms and are seen as class leaders in policing terms. They also deliver around our waste and recycling agenda. The MPS Environment Team has also delivered work to examine the management of sustainable development issues, and the linkages between environment and equalities, which was presented to EODB on 6th December 2007. As part of progressing the recommendations, the Resources Directorate is examining how sustainable development issues, such as environment; equalities, health and social inclusion can be mainstreamed as part of the business planning process.

Supporting strategic priorities

The Property Services Environment Team has made significant progress on the Clinton Climate Initiative (CCI). The contract has now been awarded to the supplier who will be responsible for carrying out energy audits at 10 MPS buildings and for recommending energy efficient technologies. This work contributes to the MPS carbon reduction commitment within the Climate Change Action Plan and work has started to develop a delivery programme.

The Estate Strategic Plan continues to “flag” the challenging circumstances Property Services operates under given the many years of under investment in the estate, pre MPA. Coping with a revenue backlog of over £160m and an annual under investment of £ 50m per annum creates resource intensive demands on Property Services. Plans for tackling this issue are in development and will be submitted to the Authority in due course.

Supporting frontline policing

Resources Directorate support to Safer Neighbourhoods continues with contract awards for safer neighbourhoods 2 progressing well against agreed timetables.

As part of the estate modernisation programme, a strategic partnership has been announced (subject to town planning consents) with St George plc and the London Borough of Barnet for the residential training needs at Hendon.

The New Year's Eve celebration events in Central London attracted an estimated 700,000 people. To support this major capital city policing operation the Property Services Special Events team installed 7.5km of crowd control barriers, 165m of specialist "front of stage" barriers and over 3,400 signs and cones. Other logistic items provided by this unit included:

- 12 Observation posts.
- 18 Temporary lighting and lighting towers.
- 5 Search tents.
- 4 Visual Messaging Systems (Matrix Signs).

This is just but one of the many hundreds of annual events Property Services provides to public order and specialist support to 24/7.

Property Service's Operational Support Group Computer Aided Modelling Bureau (CAMB) supported Counter-Terrorism and Security by assisting the Olympic Security Directorate in preparing the strategic security planning for the London Olympic and Paralympic Games in 2012. The team were instrumental in running a pilot project for the Wimbledon Tennis Tournament, which included buildings plans, utility maps and 3D models that could be shared across multi-agencies. This project demonstrated fusing GIS mapping, complex building information and real-time CCTV/ANPR datasets into a new state-of-the-art planning/event management tool, during a real time national event. In addition standard CAMB operations support over 100 scene of crime/security surveys of varying complexity every year.

Following the terrorist attacks at Glasgow Airport, Property Services Operational Support Group were called upon and deployed with short notice to provide emergency support.

Property Services Operational Support Group (OSG) Computer Aided Modelling Bureau (CAMB) provided aid to the Inquest into the death of Princess Diana, which was conducted at the Royal Courts of Justice. Using state-of-art laser scanning technology CAMB surveyed in excess of 180million points to create an accurate 3D computer model of the Alma tunnel and surrounding area for the purpose of assisting the witnesses in recollecting their position and the events they observed. In order to provide this in real-time during the inquest, CAMB designed a set of witness analysis tools within Virtual Reality Software and, using video conferencing, witnesses gave evidence from a court in Paris.

Following the serious fire in Warwickshire on 2nd November 2007, resulting in the loss of life of four Warwickshire Fire-fighters, the Chief Constable requested the support of the UK Disaster Victim Identification (DVI) team. The Property Services Emergency Planning Team assisted by managing the initial DVI logistical deployment and supporting the UK DVI Team on-site for the duration of the Operation. The Resources Directorate provides on-going support to the UK Disaster Victim Recovery and Identification teams and is on stand-by to deploy overseas if requested by the Foreign and Commonwealth

Office. Property Services also retains expertise to support specialist search and recovery situations, hostage / siege support and the like.

The Property Services Method of Entry (MoE) teams also train all officers, and other agencies, on standard forced entry to buildings as well as providing dedicated specialist situation teams on a 24/7 basis in support of more demanding situations.

The 'covert' estates team provides specialist advice in support of operational policing operations, acquires 'special' property and puts in place short term property provision in a myriad of cases (e.g. observation posts, IT and communication kit placements, witness protection, risk situation relocations for officers/citizens, specialist protection arrangements from VIPs to witnesses, short term (large scale) officer deployments and management of overseas relocations and placements in terms of property holdings.

Property Services actively supports the corporate initiative for police staff to become Special Constables. We currently have four trained special constables.

Supporting MPS modernisation

Property Services has moved forward with modernising the MPS estate through:

- Modernising the work place in terms of user standards, fitness for purpose, efficiency and usage arrangements
- Rationalisation of the residential estate. We are now down to a core of about 200 units
- Adoption of approved Asset Management Plans for all OCUs (including consultation via TPHQ for public facing locations)
- Borough Based Custody Centres – rolling programme for new builds
- Patrol Bases
- SN Bases
- Taking a pro-active stance to development opportunities that arise or can be engineered.

Other initiatives led by Property Services include:

- The MPS Property Information Centre (MPIC) which is now operating in conjunction with the Facilities Management System (FMS). This provides a new method for delivering planned and reactive property services to the whole MPS estate.
- The Operational Support Group and CAMB continue to be “world class” and receive frequent operational accolades from the MPS, other UK forces, MoD and other worldwide agencies.
- Property Services strategic approaches continue to be recognised with nominations, by professional property organisations, in the areas of 'Occupation Initiatives', 'Innovation' and in the FM areas.

Diversity and Citizen Focus

The Resources Directorate has been fully engaged with the Quality of Service commitment including improving the equality of access to services and information and publicising access to local police services, for example the new signage at Safer Neighbourhood bases. Information has also been improved on access to existing buildings for disabled staff. Improving the front counter environment has also been a key part of this initiative.

In providing property solutions for operational business needs, Property Services fully supports the consultation and communication strategy that has been developed to support the roll out of Territorial Policing's borough based property requirements. Laid down in the MPA/MPS Estate Strategic Plan, these property solutions include Safer Neighbourhood bases, front counters, patrol bases, custody centres and office facilities. Public consultation in regard to other operational policing needs is focused on Town Planning and Local Authority Building Control processes

Property Services has instigated an MPS wide approach via a web site called 'Direct Enquiries' which provides people who use police buildings with the opportunity to provide feedback on accessibility. A contract has been signed with this provider for at least the next 3 years. This site went live in September 2006 and public response has been very positive. It is a national site which allows people to look at the facilities provided for buildings and know what to expect when they visit them. The site is not just for police stations but also for other building types where general public may visit for example, supermarkets, libraries, museums and shops. Currently the site has over 3,507,724 hits per month. Statistics from 1 May 2006 to 30 April 2007 show 321,826 hits and 153,317 page views of the "search results page" in the 'Police' category. The number of searches for 'Police' was 3,336. On the website we have a feedback form and a direct link to the MPS web site where a much fuller feedback mechanism exists. All of this feedback is dealt with within the MPS and a response is provided to the originator.

Property Services also continue to seek to innovate and drive MPS estate efficiency by suggesting alternative / new approaches. These take time to embed and roll out given the scale of the MPA estate.

Access audits in compliance terms are a mainstream part of Property Services (Facilities Management) operation as 'business as usual'. Unresolved issues are reported at least quarterly to the Director of Property Services and his senior team.

In addition, diversity and citizen focus issues are high on the agenda of the new Facilities Management Supplier (FMS) and MPIC (Met police information centre) tenders. Examples of action taken by contractors through their corporate social responsibility arms are:

- Undertaking complete reviews of recruitment processes to ensure they are not discriminating against any groups.
- Investing heavily in training to ensure job satisfaction and no discrimination

- Apprenticeships
- Community involvement.
- Identifying pilot areas, aligned to high priority policing areas, where special recruitment and sub contract opportunities could benefit all in partnership.

Challenges/Risks

In respect of the estate:

- Residential and commercial sales are a large underpinning part of generating capital receipts for the benefit of the wider MPS. The current economic situation is likely to adversely affect values, sales levels and timing of receipts.
- The continued absence of funding from the Home Office for 2012 property requirements is a major concern. Any delay beyond mid year (June 2008) will mean identified specialist property projects will not be able to be built in time and the MPS will have to 'make do' with shorter term and lower cost options.
 - The new Authority will need to consider the results from public consultation for the citizen facing part of the estate (Property for Policing). There are local calls to retain iconic / old buildings in certain places which would require significant extra funding.
 - The adoption of new initiatives, often by those outside the MPS/MPA, without impact assessments in estates terms creates inefficiency and delays the delivery of the estates strategy.
 - The policing model continues to change on a very short-term basis. As a consequence property related programmes that are in their infancy, or part way through implementation, are required to be changed and altered as a consequence – or in some cases are even no longer fit for purpose.
 - Integrated Prosecution Teams have increased the size of MPS borough based custody centres that were still on the drawing board. There has been a consequential delay in progress and an increase in costs (including revenue on completion).
 - Safer Neighbourhoods funding and designs were based on the '6 person' model. Initiatives to collocate with Wardens, increase model size for larger population wards, new additional Safer Transport / Safer Schools teams can have an adverse impact on the design in terms of estate provision.
 - CT demands continue to grow in terms of estate complexity and scale and need to be properly integrated into the overall estate strategy and funding framework.
 - With Gravesend no longer offering the required capacities a new Fire arms / public order training facility need was identified in 2007/08.

Building compliance: Legislative requirements, along with a major year on year under investment of capital in the estate plus a massive unfunded maintenance backlog, continues to make compliance a people intensive part of Property Services workloads.