



STRATEGIC POLICING AND CRIME BOARD 11 September 2014

Estates update

PURPOSE

1. The purpose of this report is to provide the board with an update on the outcomes of the Coventry and Walsall Local Policing Unit (LPU) estate reviews, provide an update on the wider estates review programme and update progress on the refurbishment of Lloyd House.

ESTATES REVIEW PROGRAMME

2. The Coventry and Walsall Local Policing Unit (LPU) estates review commenced in Autumn 2013 and following a period of baselining and analysis work, rationalisation proposals have now been identified. The purpose of this section of the report is to set out the preferred option, identify financial implications and provide details of service re-provision proposals.

Walsall LPU

3. The review of the Walsall LPU estate has been delivered through a two stage approach. The first stage focused on the service re-provision of Walsall Police Station which has been agreed and now progressed to project implementation phase under the governance of the 'New Ways of Working' programme. This first stage includes two elements:
 - The co-location of the Partnerships team and 3 Neighbourhood Policing Teams (NPT) within the Walsall Civic Centre.
 - The service re-provision of the remaining LPU functions into Bloxwich Police Station.
4. The project is progressing in accordance with the approved project timeline, which will result in the decommissioning of Walsall Police Station in Summer 2015.
5. The second stage is a comprehensive review of the remaining Walsall LPU estate, with the aim of identifying an estate model, which enables effective service delivery across the Walsall area. Following a detailed options appraisal which assessed service delivery, implementation feasibility, risks and timeline, the preferred option consists of the following elements:

Replace:

- Hope Street with a new license with Caldmore Accord

Reprovision:

- 5 low operational impact buildings (Bentley Lane, Blakenhall, Delves, Rycroft and University of Wolverhampton)
- Brownhills main station and Willenhall Police station

6. There are a number of vacant neighbourhood police bases on the Walsall LPU that are no longer required to deliver local policing and are not accessible to the public. The LPU believe there will be no community impact as a result of these closures.
7. Brownhills is made up of two buildings, a main station and a detached house, which is the Crime Prevention facility for the Force. They have independent services and land registry, which will allow the sites to be sold separately. Brownhills main station was used by Learning & Development as an ICT training suite, however this has subsequently been decommissioned. The NPT for this area will be accommodated alongside the Aldridge, Streetly and Pheasey NPT's, providing a single parade base for the eastern side of the LPU. The Crime Prevention House is a Force resource and there is requirement to retain this facility. This will provide a touch down point for the Brownhills NPT, which will allow staff to remain in this area for the duration of their tour of duty.
8. Walsall LPU Senior Leadership Team feel strongly that there is a requirement to have a recognised police facility on the western side of the area. The preferred option will see the Willenhall and Darlaston NPT parade from Darlestone Police station, with a small NPT drop in facility in Willenhall. This is considered the most operationally appropriate and cost effective proposal.
9. Willenhall (Walsall) Police Station has an open front office and as a key stakeholder, Force Contact has been consulted on proposals. The timescales for implementation will be subject to the outcome of the front office project to ensure communication and engagement is aligned.
10. Hope Street Police Base in Caldmore is in a LPU priority area; there is a requirement to retain a footprint in this area, for operational purposes. The current facility has been returned to the landlord and a replacement, at no cost, will be taken on a license with Caldmore Accord.
11. The preferred option (stage 2) will see a reduction in annual revenue costs of circa £170,000 and realise capital receipts of £500,000, based on present day valuations. With the exception of Willenhall Police Station, implementation can be progressed immediately as all buildings are currently empty.
12. This will leave six buildings on the Walsall estate; Aldridge, Bloxwich, Brownhills Crime Prevention House, Caldmore Accord (replacement for Hope St), Darlaston and Walsall Civic Centre. It is recognised that once the force operating model is established, along with the introduction of mobile technology, there will be further opportunities to review the estate.
13. To support the implementation of the proposed rationalisation, a locally led communication plan has been devised in conjunction with the Corporate Communications Department, which ensured appropriate engagement took place prior to these proposals being finalised for approval.
14. The public engagement included a number of formal and informal briefing sessions, during which time stakeholders were asked their views on the outlined proposals were given the opportunity to comment on perceived service impact and on ideas they may have around service re-provision.
15. The engagement strategy covered a variety of inputs into Ward forums, Independent Advisory Groups, Local Public Services board and the Local Police and Crime Boards.
16. It is recognised that there is an interdependency with the Front Office project and to ensure consistent messaging there will be a joint communication strategy and timeline where necessary.

Coventry LPU

17. The Coventry LPU estates review has identified a number of key interdependencies with current Strategic Programmes (Front office, Custody), which identified incongruences with the sequencing of decisions. As a result, the proposal is to deliver the estates rationalisation proposal over two stages. This will allow

discussions to be held with interdependent stakeholders to confirm operational service delivery models, prior to final options being proposed for the wider LPU estate. The proposal for the staged approach will firstly identify opportunities to rationalise vacant premises, which have no operational requirement by the LPU or associated department. It will also focus on the estate in the North of the City and identify opportunities to further review the buildings in this area. Therefore, following a detailed options appraisal which assessed service delivery, implementation feasibility, risks and timeline the preferred option consists of the following elements:

Stage 1:

- Consolidate Till Hill (into Canley), Radford (into Foleshill and Coventry Central) and exit George Poole House.
- Look at service re-provision opportunities with Coventry City Council for a customer service provision and a NPT facility.
- Explore co-location opportunities with West Midlands Fire Service (WMFS) for service re-provision of Northern NPT's

Stage 2:

- Rationalise the LPU Headquarters (Coventry Central): move to a single site for custody; re-provision of the Public Protection Unit; Response; and the administrative functions.
- Explore rationalisation opportunities for Foleshill and Bell Green; with possible re-provision of Radford, Bell Green and Foleshill NPT within WMFS Radford site.

18. For stage one, the proposed rationalisation of George Poole House is a vacant premises and the LPU do not currently have any visible presence within this building.
19. The Woodlands and Whoberley NPT currently parade from the Tile Hill sector base, which is actually located within another neighbourhood policing area. The re-provisioning proposal is to move the team across to the Canley Police station, which will have no impact on operational service delivery. The move will place officers at a location that allows better access to both wards, leading to improved visibility within these areas. It also provides improved transport infrastructure access, along with improved facilities for the Officers within Canley Police station.
20. The Holbrooks & Radford NPT and the Sherbourne & Bablake NPT currently parade out of Radford sector house. The re-provisioning proposal is to move the Holford & Radford team to Foleshill Police base (2.2 miles away) and the Sherbourne & Bablake NPT to Coventry Central (2.6 miles away). Visibility within the wards will not be impacted by this proposal and will be maintained through the local patrol strategies.
21. The stage one proposals do not have any impact on open front office provisions or affect the Custody delivery model for the Eastern side of the Force.
22. Stage 2 of the review will identify the re-provisioning proposal for the rationalisation of Coventry Central, as well as Foleshill Police station and Bell Green Police base. The stage two proposals do have interdependencies with strategic projects as a result of the front office provision at Coventry Central and Foleshill, as well as the Custody provision within the LPU HQ.
23. The preferred option will see a reduction in annual revenue costs and potential capital receipts as follows:

| Stage | Revenue reduction (£) | Capital reduction (£) |
|---------|-----------------------|-----------------------|
| Stage 1 | 52,000 | 260,000 |
| Stage 2 | 720,000 | 3,000,000 |

24. It should be noted that there are no costs associated with stage one delivery, however stage two costs are yet to be understood and will be brought back for formal approval at stage two sign off.

25. The proposal outlined above will now need to be subject to a period of on-going engagement, consistent with the Walsall estates review and a final preferred option will be brought back to the Strategic Police and Crime Board for final approval. The engagement will include a number of formal and informal briefing sessions, during which time stakeholders will be asked their views on the outlined proposals and be given the opportunity to comment on perceived service impact and on ideas they may have around service re-provision. The engagement has already commenced, with Councillors receiving a detailed overview of the proposals and this will be followed by a variety of inputs into all Ward forums, Local Public services board, Local Police and Crime Boards. The engagement will run through into early November, with findings being collated and preferred proposal to be tabled at the Strategic Police and Crime Board in December.

Estate Review Programme Update

26. A stage gate review took place in May to assess the impact & timescales of the estates review programme against the wider change portfolio, and the appointment of the Innovation and Integration Partner (IIP). A re-phased proposal was therefore presented and approved by the Command Team in June.
27. The re-phased estate review will;
- Continue with the current 'in-flight' elements of the estates review programme (CV & WS rationalisation).
 - Baseline the force estate, completing workbooks for all other LPU's and Departments, producing an executive summary detailing; condition, cost, utilisation and operational use for all buildings across the WMP estate.
 - Assess all WMP buildings, identifying; Green - 'low operational impact' buildings; Amber - Medium public/operational impact; Red - High public/operational impact.
 - Present a proposal to dispose of 'Low Operational/Low Community Impact' buildings.
 - Create modelling tool to support identification of force strategic sites.

LLOYD HOUSE REFURBISHMENT UPDATE

28. The refurbishment of Lloyd House forms part of the NWoW programme, with critical interdependencies with the other projects within the programme. In April 2014, approval was given for a full decant of Lloyd House, which resulted in the relocation of colleagues across the existing force estate.
29. The team has re-located over 800 Personnel, whilst maintaining business as usual functionality throughout. This has been managed through the utilisation of the existing WMP estate, a short term lease at Centro House and an extension of the current Aqua House lease. The overall decant of the building is on schedule and will be completed in time for the required building handover date.
30. As part of the decant logistics planning, Lloyd House reception has been re-provided by the front office at Steelhouse Lane. This has been supported by an internal and external engagement plan to include appropriate signage for re-direction to other buildings on the front of Lloyd House, robust departmental visitor management plans and updates on the Force Internet and Intranet sites. A security presence will be maintained at Lloyd House throughout the refurbishment period, to ensure the integrity and security of the building is maintained.
31. Further to our planning application in May 2014, planning permission was granted in July 2014, subject to the following inclusions:
- Improvements to the exterior of the building.
 - Improvements to the public realm; paving which includes materials that complement the wider environment.

32. Plans are already well-advanced to ensure that the Civic House lease break date is met and all necessary dilapidation activities are completed by the contractual date. These plans include the release of Civic House for vacant possession at the end of the financial year.
33. Re-population of Lloyd house is still undergoing scheduling work with the contractors (Willmott Dixon), however it will be a multi-phased approach and the first moves will commence around Autumn 2015. The expectation is that floors will be released in groups of 3 or 4, balancing exiting of staff from leased buildings against floor availability. The final phase will see completion of the Police Station in the summer of 2016, in line with the decommissioning timescales of the Steelhouse Lane site.

CUSTODY NEW BUILD UPDATE

34. In line with the approved Capital programme, two new sixty cell custody suites, located in Oldbury (Western Site) and Perry Barr (Central Site). The Western Custody Site works are progressing in line with the contract timeline for completion in Spring 2015, to become operational during Summer 2015. The Central Custody Site Memorandum of Agreement was signed on 21st July 2014. Willmott Dixon started off-site mobilisation on 4th August. The facility is due to become operational by Summer 2016.

LEGAL IMPLICATIONS

35. Schedule 1, paragraph 14, sub-section 1 of the PRSRA 2011 provides for the PCC to do anything which is calculated to facilitate, or is conducive or incidental to, the exercise of the functions of the PCC which includes by virtue of sub-section 2(b) acquiring and disposing of property including land.

FINANCIAL IMPLICATIONS

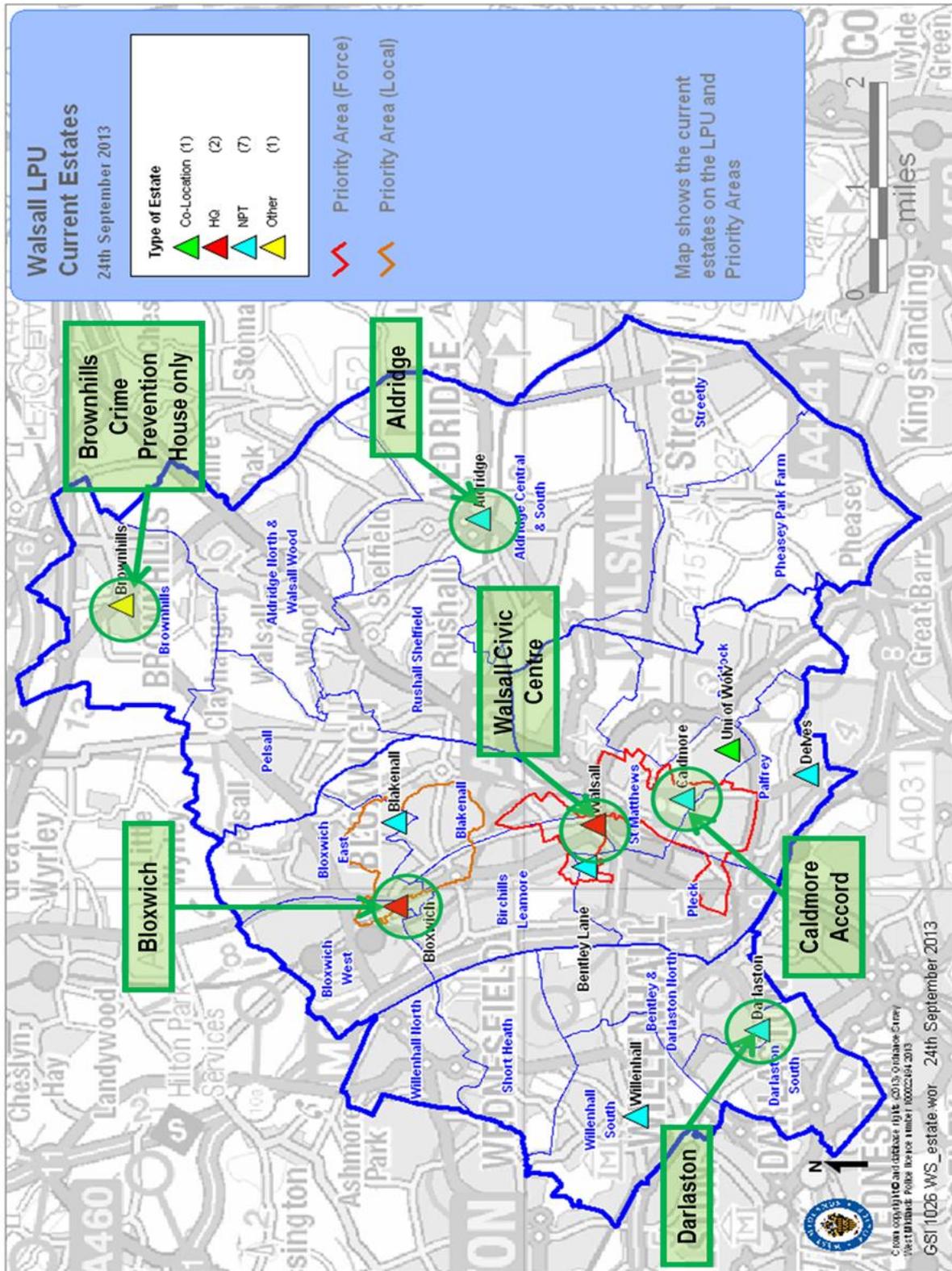
36. These are included in the report.

RECOMMENDATIONS

37. The Board are asked to approve and note the following recommendations;
 - Approve preferred option for Walsall, which will see the rationalisation of seven police premises and the licence for Caldmore Accord
 - To note the proposed Coventry rationalisation option and the associated engagement plan.
 - To note the timescales for submission of the preferred Coventry rationalisation option, to the November board.
 - To note the re-phased estate review and Lloyd House refurbishment project updates

David Wilkin
Director of Resources

Walsall final position



Coventry final position

