

<b>CAMBRIDGESHIRE POLICE AND CRIME PANEL</b>	<b>Agenda Item No. 7</b>
<b>15 March 2017</b>	<b>Public Report</b>

## Report of Cambridgeshire Police and Crime Commissioner

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### POLICE AND CRIME COMMISSIONER’S STRATEGIC ESTATES UPDATE

#### 1. PURPOSE

- 1.1 The purpose of this report is to outline to the Police and Crime Panel (the “Panel”) the Police and Crime Commissioner’s (the “Commissioner”) strategic direction regarding the Estate he owns, leases or occupies on behalf of Cambridgeshire Constabulary (the “Constabulary”).

#### 2. RECOMMENDATIONS

- 2.1 To note the report.

#### 3. TERMS OF REFERENCE

- 3.1 Item 6 – To review of scrutinise decisions made, or other action taken, by the Commissioner in connection with the discharge of the Commissioner’s functions.
- 3.2 Item 8 – To support the effective exercise of the functions of the Commissioner.

#### 4. BACKGROUND

- 4.1 The Commissioner has the strategic responsibility for £35 million of the Constabulary’s Estates assets. As at November 2016, the Estate equated to 29 sites with a budget cost in excess of £4m for 2016/17.

- 4.2 The Constabulary’s budgeted workforce numbers for 2017/18 is (Establishment Full Time Equivalent):

<b>Category</b>	<b>Total</b>
Police Officers	1,349
PCSOs	150
Specials (Target)	300
Police Staff	803
<b>Total</b>	<b>2602</b>

- 4.3 The Commissioner chairs an Estates Sub Group (ESG), which comprises of senior staff from the Office of the Police and Crime Commissioner and the Constabulary. Meetings are held every six weeks to set the strategic direction of Estates. Proposals arising from ESG are reviewed by both the Commissioner’s Finance Sub Group and the Commissioner’s governance board, the Business Co-ordination Board.

4.4 The Commissioner operates in an open, transparent and accountable manner, with all key decisions and reports being published on the Commissioner's website. The Panel will appreciate that at certain points during Estates projects there are matters which are subject to commercial confidentiality, such as details contained in business cases. Nonetheless, the Commissioner is clear that information that can be shared in the public domain will be as appropriate. The Panel will also continue to receive an indication of the Commissioner's key future decisions and reports relating to individual Estates that are submitted to the Commissioner's Business Co-ordination Board.

## **5. COMMISSIONER'S STRATEGIC APPROACH**

5.1 The Constabulary continues to face financial challenges. With a further £8.8m of savings to be found by the end of the financial year 2020/21, it is clear that fixed cost resources such as buildings and maintenance need to be reviewed and, where possible, Estate budgets reduced or income generated to contribute to the maintenance of frontline policing resource.

5.2 The Commissioner's Police and Crime Plan 2017-20 (the "Plan") is clear that continuing to drive transformation within the Constabulary is a key objective. Delivering improved outcomes and savings through innovation and collaboration is crucial to achieving the aim of ensuring value for money for taxpayers now and in the future. A priority for action within the Plan is to use cash reserves strategically and work in partnership to maximise the use of and value from the Constabulary's Estate.

5.3 Fundamental to this is that the Estate is managed and developed to support the changing requirements of operational policing and support services. The Constabulary continue to look at new and better ways to deliver a policing service. This includes making the best use of new technology and working to better understand and manage demand to allow the Constabulary to respond and adapt to the needs of the public and to help keep people safe.

5.4 The duty to the tax payer is to ensure that a policing service is delivered in the most efficient and effective way, providing the best value for money. The strategic alliance that the Constabulary has with Bedfordshire Police and Hertfordshire Constabulary facilitates this and also provides resilience now and in the future. The restructuring and use of shared assets within the strategic alliance permit a reduction in the overall Estate footprint and contributes to the efficiencies. This is evidenced at Chord Business Park, Godmanchester, where one unit which was previously occupied by the Human Resources Department, has now been vacated and is to be let commercially. The Human Resources Department now has its main base in Stevenage with staff working agilely across the strategic alliance Estate.

5.5 There is the potential for further opportunities to be realised as collaboration goes further and wider, with seven force alliances (Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Norfolk and Suffolk), and blue-light collaboration with fire and ambulance services.

5.6 The use of mobile technology increases the amount of time officers and staff can be visible in their communities and reduces the demand on office space. Enquiry offices, interview rooms, meeting rooms, custody, agile working areas, locker space and radio charging points, are still required but the new working methods support the Estate rationalisation without adversely impacting on frontline policing.

5.7 Future savings made by rationalising places rather than people enables a more modern approach to public engagement, making local policing more accessible and visible. A good example of where this works in practice can be seen in the roll-out of Police Contact Points across the county, typically sited within busy supermarkets and currently located at Peterborough, St Neots, Cambridge, Wisbech, Cambourne and Chatteris.

## **6. ESTATES STRATEGY IN PRACTICE**

- 6.1 Greater emphasis on income from the Estate will help to reduce the revenue funding gap. The assets shown in red and amber in Appendix 1 are subject to investigations to establish costs and opportunities. The surplus Estate will be disposed of or redeveloped (freehold or leasehold) in a timely way to reduce costs or generate revenue.
- 6.2 The Policing and Crime Act 2017 enables, amongst other provisions, the Commissioner, Cambridgeshire Fire and Rescue Authority, and the East of England Ambulance Service NHS Trust, to work more collaboratively. An early demonstration of working within the spirit of collaboration has been in respect of the need to rationalise the fire Estate within Huntingdon to improve training facilities and ensure operational resilience. As such two Boards have been set up, a Huntingdon Accommodation Review Board and Governance Board, to focus on in terms of accommodation options:
- what functions are already held;
  - remove sharing options that have been ruled out;
  - any possible opportunities with the East of England Ambulance Service NHS Trust.
- 6.3 Management of custody is now part of the strategic alliance. A project is underway to find a suitable site in the Cambridge area to construct a new 24 cell centre to replace Parkside city centre police station. This will be a significant development and re-development exercise of both the new custody suite and existing Parkside building. Both projects will take several years to come to fruition, with the redevelopment of Parkside generating a substantial income. These proposals do not impact on the Commissioner's commitment to keeping a local policing element within Cambridge City.
- 6.4 The Peterborough Prevention and Enforcement Service comprises of Police Officers and Community Support Officers, Council Prevention and Enforcement Officers and Fire Officers, who are co-located within one office. Co-location of officers and staff working from the same office base has been invaluable both in taking a multi-agency approach to delivering more cohesive solutions to tackle community and safety issues but also for Estates saving. A similar shared service approach is being explored in Fenland which will assist partner agencies to improve service and rationalise their estate.
- 6.5 The Constabulary currently has three vehicle workshops across the county and a project is underway to provide services from a new single workshop at St Ives. This facility will be available from March 2017.
- 6.6 Regional opportunities around Training and Serious and Organised Crime are under consideration and may have an Estate requirement.

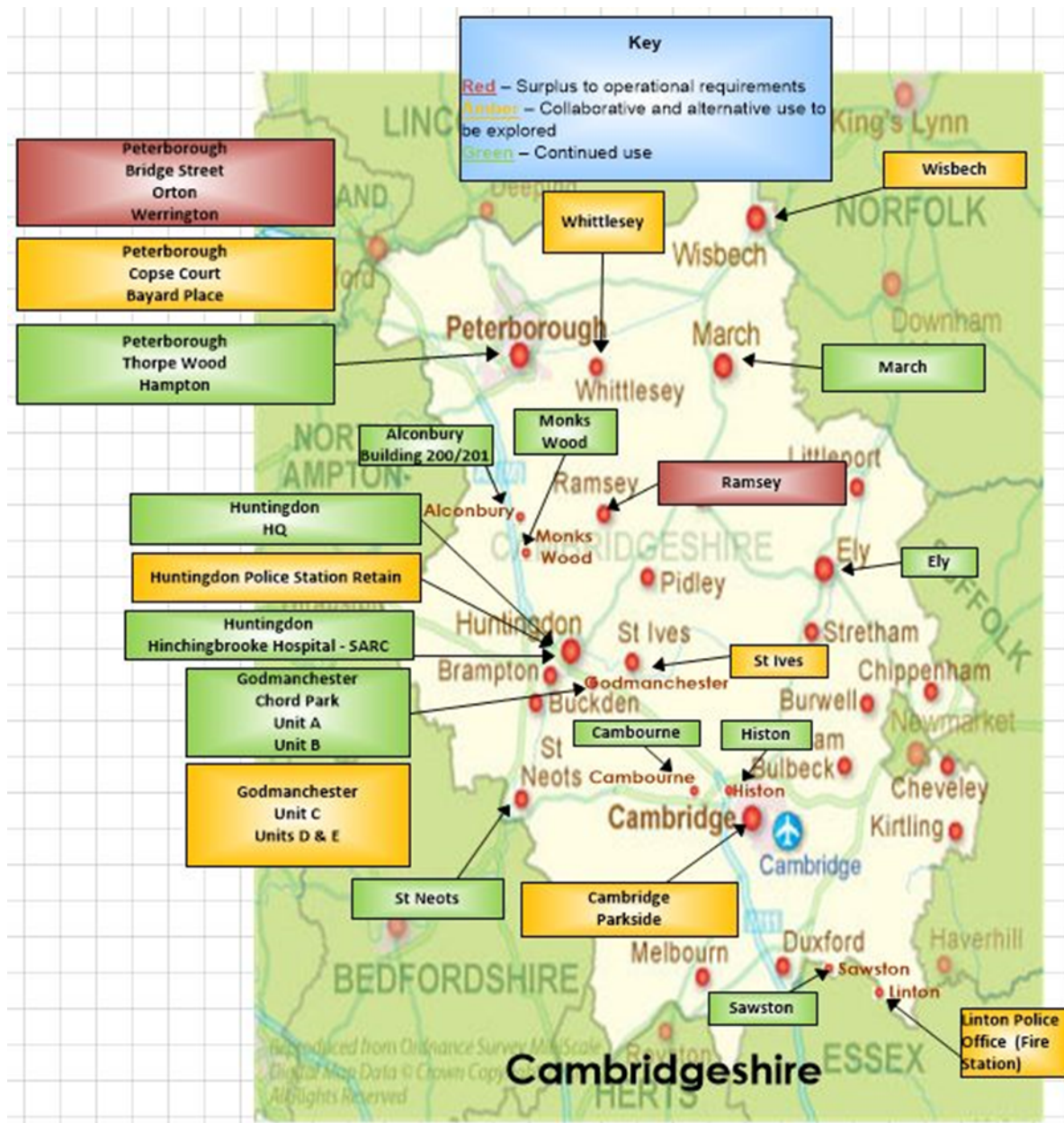
## **7. FUTURE**

- 7.1 The Constabulary's Estates Department continues to review building services and utility contracts, and where economically advantageous, partners with other forces/agencies and supports existing frameworks to optimise purchasing power.
- 7.2 Shared accommodation options with partner agencies will continue to be key to delivering the solutions for the Estates review and value for money. Engagement will be undertaken on a building-by-building basis with MPs, District Councils, Town Councils, Parish Councils and partners.
- 7.3 Planning Gain through the Community Infrastructure Levy and Section 106 Agreement funding will continued be sought.

**8. APPENDIX**

Appendix 1 - Cambridgeshire Constabulary Estates

Cambridgeshire Constabulary Estates



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