

PFCC Decision Report

Please ensure all sections below are completed

Report reference number: PFCC/040/18
Classification: OFFICIAL
Title of report: Chelmsford Police Station – Estate Transformation Scheme
Area of County/Stakeholders affected: Chelmsford
Report by : Patrick Duffy – Interim Head of Estates Date of report: 26 th March 2018 Enquiries to: Patrick.Duffy@essex.pnn.police.uk

1. Purpose of report

To seek approval of the Detailed Investment Business Case Stage 2 for the Chelmsford Police Station – Estate Transformation project and allocation of a budget of £5,481,000 of capital investment and £188,000 one off revenue costs.

2. Recommendations

To approve the Stage 2 Business Case allocating £5,481,000 of capital funding and £188,000 of revenue consequence funding for the refurbishment of Chelmsford Police Station.

3. Benefits of Proposal

Chelmsford Police Station currently has a 17 cell custody suite which had significant investment and underwent a major refurbishment in 2011. The re-provision of a new custody suite at a different location central to Essex has been proven to be unaffordable. Therefore Chelmsford Police Station has a long term future within the Essex Police Estate.

Chelmsford Police Station is identified within the draft Estate Strategy to undertake remedial works to remove asbestos containing materials from within the building structure and carry out essential backlog building maintenance to mechanical and

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electrical services, lifts and the external fabric. In addition we have identified that we will open plan the working space to create the environment for agile working.

The open plan environment and agile working principles will facilitate greater collaboration and information sharing between our operational teams, evidenced by current working at Southend Police Station and Brentwood Council Offices.

Partner agencies have been reluctant to co-locate within our existing estate due to the condition and facilities available. Although there are no specific plans afoot for Chelmsford Police Station, the refurbishment would facilitate any future collaborative opportunities.

Improved staff morale, wellbeing and feeling of appreciation. Modern working environment providing improved facilities and better channels of communication and improved collaboration amongst teams. Better environmental conditions helping to improve productivity.

Implementation of Agile Working

The project compliments and starts our strategic estate and transformation direction towards a fully agile work force. The project will deliver agile working, promote a more cohesive and holistic working environment across staff and officers based at the station. It is a significant stepping stone in our cultural programme as it is an investment programme supported by clear policies and guidance. We are building confidence and compliance in agile working through the sensitive delivery and post project monitoring of pathfinder projects. For example, substantial operational benefits have already been realised in our move from Brentwood Police Station to Brentwood Borough Council offices in addition to the financial benefits we have achieved, this project provides a pivotal moment for the Essex Police in demonstrating the scale of what we can achieve and further supports the investment in Chelmsford Police Station.

Elimination of Risk URN 1147

The Control of Asbestos Regulations 2012, Regulation 4 Duty to manage asbestos in non-domestic premises places a responsibility on the duty holder to manage the asbestos containing materials and implement recommendations recorded within the management plan. Below is the extract from the Chelmsford Police Station Management Plan.

Recommendations:

The asbestos insulating board debris, residue & ceiling panels (tiles), firebreak panels & shuttering panel identified at this site is classified as licensed materials. Prior to any works on, or removal of these items, a 14-day notification (form FODASB5) will need to be provided to the relevant enforcing authority. Removal of, or works on licensed ACM's should be carried out by a Licensed Asbestos Removal Contractor.

The asbestos containing textile gaskets, textile spark guards identified at this site are classified as non-licensed materials. If these non-licensed items require

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removal, a notification will not normally be required provided that the ACM's are in a good condition and that the removal process will not cause damage.

4. Background and proposal

There is a backlog of maintenance across the Essex Police estate which is causing unacceptable failures and closures. At Chelmsford Police Station this back log amounts to £1.8m of work. In addition, there is asbestos contamination and areas of the station have been taken out of use. The failures and mitigation requirements of these issues significantly increase revenue running costs and adversely impact on the delivery of operational policing.

Doing nothing is not an option. Whilst we are undertaking this work, it will be economical to open plan the accommodation for cost efficiency. Further, Essex Police has never been in a better position than now to implement full agile working, ensuring that the benefits from the additional investment are realised in space efficiency. It enables teams to move from Headquarters, which starts to free up space for future disposal.

A stage 1 business case was submitted in autumn 2017 and approved subject to Detailed Investment Stage 2 Business Case with funding allocated in the 2018/19 capital programme. The original bid was based on the asbestos contamination and backlog maintenance requirements with only minimal allowance for internal changes.

Following the success of recent agile working projects, demonstrating that substantial benefits can be delivered, additional costs over and above the original scheme were costed.

The feasibility report indicates an overall cost of £3,741,000 for addressing the health and safety hazards associated with asbestos and urgent backlog maintenance. With an additional costs of £1,740,000 to fully implement an open plan office environment facilitating agile working which brings the total capital cost of the enhanced scheme to £5,481,000 plus £188,000 revenue.

The project delivers against the core principles within proposed Estate Strategy. The benefits of the proposal will be providing a safe improved working environment for our staff, creating an open plan agile working space with circa 200 desks. This provides a significant opportunity to relocate staff from headquarters, thus maximising the utilisation of the building whilst reducing the headquarters contingent. It is estimated that 200 staff could relocate from headquarters to Chelmsford Police Station following the refurbishment. Overall this would account for approximately an 86% increase in head count of staff based at the station.

This project has a significant positive impact on our ability to re-locate staff from Headquarters to alternative locations starting to free buildings linked to the potential future disposal realising a significant capital receipt for re-investment. In addition the investment within the station will be our first significant purpose built fully agile working space building on recent successes at the Brentwood Council location increasing the desk capacity from 110 to 250 and headcount based at the station from 269 to between 400 and 500 staff.

5. Police and Crime Plan

The police estate is an essential element for delivering effective policing. Many of our existing buildings were created to meet the policing needs of a completely different era and do not now provide the facilities necessary to support a modern police force in protecting the public.

The current estate is too big and poor quality by modern accommodation standards. It is inefficient with too much inflexible cellular accommodation unable to cater for the intensive use of technology on which policing now relies.

We have more buildings than we need and utilisation levels – the amount of time officers and staff need to be in them – have reduced over time as new technology and ways of working mean officers do not need to return to a station as often.

The age and inflexibility of the estate means it cannot be readily reconfigured as operational requirements continue to change. In many cases the building environments are poor with inappropriate working space, antiquated heating, ventilation, cooling, lighting and other servicing provision.

Overall, the estate has a very poor environmental performance rating with a high carbon footprint and running costs. Significant current operating costs and future lifecycle repair and replacement liabilities over the next 5-10 years are simply unaffordable. The current estate costs circa £8m per annum to operate, and future maintenance and lifecycle replacement could cost in excess of £30m over the next ten years.

In summary, the current estate is not viable to support modern and effective policing in the future.

6. Police Operational Implications

Although there are no operational implications directly associated with the decision, there will be a requirement to re-locate all operational staff based at the station to alternative locations without impacting on the day to day operations as well as minimising travelling time linked to any geographical restraints. In addition to staff resources the custody suite will be required to close for the duration of the refurbishment. Plans will be created to ensure any risks to operational Policing are acceptable.

7. Financial Implications

The feasibility and cost report for capital investment requires a funding allocation of £5,481,000, the additional investment required in addition to the Stage 1 bid is explained within section 3 and 4. Below are the agreed allocations of resources to meet the required funding.

£3,520,000	allocated for the Stage 1 bid within the capital plan
£216,000	allocation from the Estate Improvement Reserve
£300,000	contribution from the 2019/20 Capitalised Maintenance
£300,000	contribution from the 2020/21 Capitalised Maintenance
£1,145,000	additional capital resources made available from higher property valuations and sale values
£5,481,000	Total capital investment

The total one-off revenue consequence of the project totals £188,000 over four financial years 2018/19 to 2021/22 inclusive.

The requirement for £50,000 within 2018/19 will be potentially be provided from the Operational Transformation Reserve, with all years between 2019/20 to 2021/22 built into future year budget setting.

8. Legal Implications

If approved the commissioner will be required to enter into a number of contracts. Appointed of a design consultant through the Kent and Essex Police Professional Services framework and once detailed design has been completed and the project competitively tendered in line with the Public Contract Regulations 2015. The commissioner will be required to sign and enter into a construction contract. Approval for the contract will go through the full internal governance process and necessary boards at the relevant time.

9. Staffing and other resource implications

Staff will be temporarily re-located to alternative accommodation while the refurbishment is taking place, preliminary discussions have been held with the affected team senior managers and the Human Resources department. During the design phase for the project, a full plan will be created to ensure staff associations and staff have appropriate consultation periods prior to their temporary re-locations. In addition on completion of the project consultation will take place for any staff that will be moving to the refurbished station.

10. Equality and Diversity implications

There are no foreseen Equality and Diversity implications directly associated with the decision, although once the project progresses into detailed design we will start engagement with all necessary stakeholders and future occupants of the building. The design will improve on and be fully compliant with the requirements of the Equality Act 2010 and the relevant Building Regulations.

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11. Background papers

Detailed Investment Business Case Stage 2 – Chelmsford Police Station, Estate Transformation.



Stage 2 -
Chelmsford Estate T

Chelmsford Police Station, Estate Transformation - Feasibility Report V3.1



Feasibility Report
v3.1.pdf

Estate Strategy – Final Drafting, to be published.

Report Approval

The report will be signed off by the OPFCC Chief Executive and Treasurer, prior to review and sign off by the PFCC / DPFCC .

Chief Executive/M.O

Sign: *[Signature]*

Print: *S. Hancock*

Date: *28/3/18*

Chief Financial Officer/Treasurer

Sign: *[Signature]*

Print: *ABBEY G. GUN*

Date: *28/3/2018*

Publication

Is the report for publication?

YES

NO

If 'NO', please give reasons for non-publication (state 'None' if applicable)

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.....
If the report is not for publication, the Chief Executive will decide if and how the public can be informed of the decision.

Redaction

If the report is for publication, is redaction required:

1. Of Decision Sheet

YES

NO

2. Of Appendix

YES

NO

If 'YES', please provide details of required redaction:

..... *Do not publish appendix*

Date redaction carried out:

Treasurer / Chief Executive Sign Off – for Redactions only

If redaction is required, Treasurer or Chief Executive are to sign off that redaction has been completed.

Sign:

Print:

Chief Executive/Treasurer

Date signed:

Decision and Final Sign Off

I agree the recommendations to this report;

Sign: 

Print: R.C. Hest

PFCC/Deputy PFCC

Date signed: 25/8/17

I do not agree the recommendations to this report because;

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Sign:

Print:

PFCC/Deputy PFCC

Date signed: