

Estates Strategy for SYP



Foreword



Dr Alan Billings
Police and Crime Commissioner
for South Yorkshire

As Police and Crime Commissioner, as well as setting the key priorities for South Yorkshire Police in the Police and Crime Plan, I am also responsible for all the physical assets of the force.

It is my task to ensure that those assets support an efficient and effective police service. The sites and buildings need to be, as far as possible, in the right place for the right purpose and in good working order.

Policing involves a varied and complex range of activities which utilise the estate to a greater or lesser degree to deliver services. The estate itself is a foundation upon which certain services can be developed and delivered and that provides a visible presence in communities. Policing needs drive the estate, not the other way round, and it is incumbent upon those in charge of it to make sure that is the case.

There are six reasons for believing these objectives need to be considered afresh at this moment in time.

- First, we have had some ten years of austerity when finances were very tight and many parts of the public sector found it hard to commit funds beyond the most basic needs for repair and maintenance, and not always for that. Some parts of the estate seem old and tired. They need to be refurbished or replaced.
- Second, we are part way through a recruitment process to increase our police officer numbers that also have implications for the estate. Those who will be strengthening the re-established neighbourhood teams, for example, will need a base in an appropriate place.

- Third, the Coronavirus has changed everything. The police had to enforce the emergency legislation restricting gatherings and travel. During this time crime fell. Then as we came out of lockdown we had to envisage what a 'new normal' might look like and what that would mean for crime.
- Fourth, we have come to understand the need to work with other partners as we each seek to serve the public. At the same time we recognise that the pandemic has accelerated the progression already taking place to more home working. This is especially true when we consider the estates of the different parts of the public sector across the county.
- Fifth, we recognise that if the challenge of climate change is to be met, we all have to play a part in ensuring that police buildings help as far as possible to reduce the carbon footprint of the force.
- And finally, we know that we are all affected at work by our physical environment. One way in which we show the police workforce that there is a genuine concern for their general welfare and well-being is that where we need buildings those buildings need to be pleasant to work in and appropriate for the requirements of modern policing.

All of this suggests the need for a timely and ambitious Strategy that looks at the whole estate with a fresh eye and a clear set of strategic priorities that seeks to transform the estate over the next five years and beyond. The eventual portfolio may be smaller non-operationally, it may be different to what has been in place for some time and it will undoubtedly require some investment from both a maintenance and improvement point of view and to enable invest to save initiatives. This will be achieved through a combination of knowledge, review, challenge, lateral thinking and difficult decisions at times but it will enable an estate to emerge which is conducive to policing delivery for many years to come.



Foreword



Lauren Poultney
Chief Constable
South Yorkshire Police

This Strategy marks a new chapter in the way our estate is managed. The provision of fit for purpose, well maintained and appropriately located buildings supports almost everything we do in the policing of South Yorkshire and as demand grows for our service, so the need for a transformed and increasingly efficient estate grows too.

The estate has to enable what we do, providing the right kind of space for officers, staff, visitors and all those who come into contact with South Yorkshire Police. It is critical in ensuring that those who are vulnerable feel safe and that those who are engaged with us as a result of their own actions are managed in the most effective way. It is also a visible reminder of our presence and provides an easily recognisable form of access to officers, whether in an emergency situation or for other reasons. This will only happen if the estate is well maintained and improved upon in a structured way and this Strategy provides for not only planned ongoing maintenance and improvements but also the transformation of the existing estate through the alignment of its principles to the established business planning process. Resources are already being allocated to facilitate this.

Our buildings are the key to unlocking delivery of Smarter Ways of Working (SWW) throughout the force and some of our buildings are already being designed with this in mind. It can also play a significant part in the sustainability agenda, through the use of sustainable design and the retrofit of components which contribute to our carbon reduction targets and ambition to be net-zero by 2050. Both of these will provide opportunities to become more efficient, ensuring that despite these challenging times and the pressures upon budgets, the estate can increasingly and positively contribute to our core activities.

Purpose of the Strategy

The The Police and Crime Commissioner (PCC) sets out in his Police and Crime Plan the aim that people in South Yorkshire will be safe and feel safe. The following overarching priorities encapsulate the main areas of concern that the people of South Yorkshire have expressed:

- Protecting vulnerable people.
- Tackling crime and anti-social behaviour.
- Treating people fairly

The PCC's built estate is key in supporting the delivery of efficient and effective policing and crime services that aim to meet these priorities now and into the foreseeable future.

Informed by both the PCC's and Chief Constable's strategic and financial planning processes, this Strategy sets out the PCC's Vision for the police estate and describes the principles and objectives that will guide and shape decision-making over its lifetime.

Timeframe and Delivery

This is a five-year Strategy.

A planned maintenance, renewal and refurbishment programme supports the delivery of this Strategy. It aligns with the same time period in detail; but with up to ten years scoped, accepting that things will change within that timeframe.

A high level timeframe for delivery of the key parts of the Strategy and a more comprehensive breakdown of actions is within the Estates Delivery Plan and Roadmap.



Where we want to be

Vision

'To create an efficient, safe and sustainable estate that effectively supports the delivery of policing and crime priorities, recognising and providing a sense of identity, community, function and image, whilst seeking to work collaboratively with others in making the best use of the wider public estate.'

Principles

Enabling frontline policing delivery

- Accessible operational buildings in an optimised existing estate, in the right locations to support operational police delivery in our communities
- Fit for purpose accommodation for officers, staff and visitors
- Flexible space, easily adapted to meet changing needs and demands

Maintaining a well-managed, integrated estate

- Continuous improvement of the estate, including component renewal and refurbishment
- Consistent implementation of effective estate management practices
- Compliance with statutory and legislative obligations
- Capital and revenue investment that supports corporate priorities within affordability limits

Driving efficiency and effectiveness through transformation

- Pursuing partnerships/collaboration opportunities for shared estate and relationships with public sector partners, as part of the 'One Public Estate' agenda
- Continuous review of scale and suitability of estate
- Facilitation of Smarter Ways of Working and agile capability
- Delivery of sustainability targets through the built estate and reduction of carbon footprint
- Consideration of options for income generation and reinvestment into force priorities

These principles will be used as a framework to aid decision-making, always ensuring that the estate is managed in a consistent way and a way which facilitates delivery of all key objectives.

Proposals will be assessed against the above priorities to allow a comprehensive consideration of each principle at the point a decision is being made.

Supporting delivery of the Police and Crime Plan priorities through the estate

The provision of a fit for purpose estate that facilitates the delivery of modern policing and crime services is fundamental.

This Strategy, and SYP's Estates Delivery Plan and Roadmap, aim to provide the building blocks to achieve delivery of the Police and Crime Plan priorities.

Spaces will be designed with the interests of the victim at the heart, ensuring an environment where those who are most vulnerable feel safe, in their interaction with SYP.

Tackling crime and anti-social behaviour is largely carried out by neighbourhood policing teams. The right base in the right location is key to delivery of an efficient and effective neighbourhood policing service.

A visible policing presence in communities is a known key factor in helping the public feeling safe.

However not all policing services need a base within specific communities but the building they occupy must be connected virtually. Our IS Strategy supports this need.

Treating people fairly forms the bedrock of policing for SYP, both externally and internally. In making sure that the estate is, where appropriate, accessible to all and fit for the purpose will further promote the visibility of police officers in the places they are needed the most.

Where are we now?

The property market

The market at present, both generally and in South Yorkshire, has so far proved fairly resilient to the effects of the covid pandemic. Whilst demand, and consequently the values attached to them, for logistics premises has soared the office market has not yet plummeted, despite widespread changes in working practices. It is expected however that this is due to a time lag as companies and organisations decide how to adapt and work in a more agile way.

Any effects of this on the estate will be monitored closely and action taken as appropriate at the right time.



The estate itself

South Yorkshire is approximately 600 square miles, covering the local authority areas of Barnsley, Doncaster, Rotherham and Sheffield.

The current estate extends to 105 assets in total, including a number identified for disposal. These range from operational Police Stations, Headquarters, kennelling for Police dogs, stables for the Mounted Section, aerial sites and more. Some are owned outright by the PCC, others leased and a number are partner-owned occupied for the purposes of progressing certain key initiatives or operations.

The total value of assets eligible to be valued is over £82m (as at 31st March 2021) and are described in detail in the Estates Delivery Plan and Roadmap. All assessments of value and marketability of assets are based on a prudent approach, to ensure that financial feasibilities are robust and can stand the test of a changing market.

The diverse nature of the portfolio brings with it its own challenges. It is comprised of a varied range of assets of different types and ages ranging in age from pre-1921 to post-2000. Some buildings, acquired or built more recently are fit for purpose, some are partly suitable but some due to the passage of time and/or changes in ways of working, require adaptation and reconfiguration and others are no longer suitable or nearing the end of their economic life.

Condition and backlog

Understanding the condition of properties enables effective estate management. Up to date Condition Surveys have been completed and analysed to inform decisions around the retention/disposal of assets and the planned maintenance programme. The requirements in future years are taken into account in any financial appraisal, options review and associated decision-making.

Based on the data received the backlog of condition works to the current estate amounts to £5.76m with a total requirement of both capital and revenue of £42.3m over the next ten years. This work is necessary in order to provide fit for purpose buildings that support SYP in delivering efficient and effective policing services.

However the work has been appropriately prioritised and the need for it will be reviewed on an ongoing basis.



Space utilised

Following a number of years focused on reduction of the estate and the generation of capital receipts, the government and SYP uplift programme designed to increase the number of officers posed challenges for the portfolio and the housing of the additional officers throughout the county. This was made increasingly difficult during the pandemic when social distancing was rigorously implemented in a bid to keep our staff safe and effects on the provision of services minimised. However even now that has reduced somewhat, parts of the estate are still over-capacity due to uplift.

The percentage of the estate occupied for operational purposes is 61% and for non-operational reasons 16 %, with the remainder taken up by circulation space. It is expected that the roll out of SWW through the non-operational estate will provide opportunities to re-purpose more space to house operational functions which should further ease the pressures caused by the uplift in officers.



Gap Analysis

The estate as a whole requires investment to address the backlog of works but also to ensure buildings remain functional. This will in time reduce pressure on budgets and the resources needed to deal with breakdowns and failures in buildings and systems, thus improving users' experience of the estate and efficiency overall.

There is also a need to review the entire estate to assess ongoing suitability – of location and condition in particular. Some buildings are heading towards the end of their useful life and whilst work can be undertaken to extend that life, this only forms part of the picture. The review needs to assess the whole estate, to determine an approach leading to fewer, higher quality and fit for purpose buildings which meet the needs of an agile force and also deliver efficiencies as well as improved ways of doing business.

This will be assessed through analysis of the following:

- Location
- Space
- Function
- Fragmentation
- Under or over-provision

Governance arrangements

The PCC has established an Estates Board to oversee, champion and review the implementation of this Strategy, and any subsequent iterations. It provides oversight of the estates projects, oversees the capital and revenue plans and ensures benefits are delivered.

This Board is chaired by the PCC and attended by key personnel from the Force.

Decisions relating to the police estate are made by the PCC at this Board. Some decisions are delegated to officers within SYP. These delegations are set out within the Joint Corporate Governance Framework and SYP's Financial Instructions.

An Implementation Group sits underneath the Estates Board. This is instrumental in the day to day delivery of the Estates Strategy. This Group is chaired by the Head of Estates and Facilities and includes all South Yorkshire

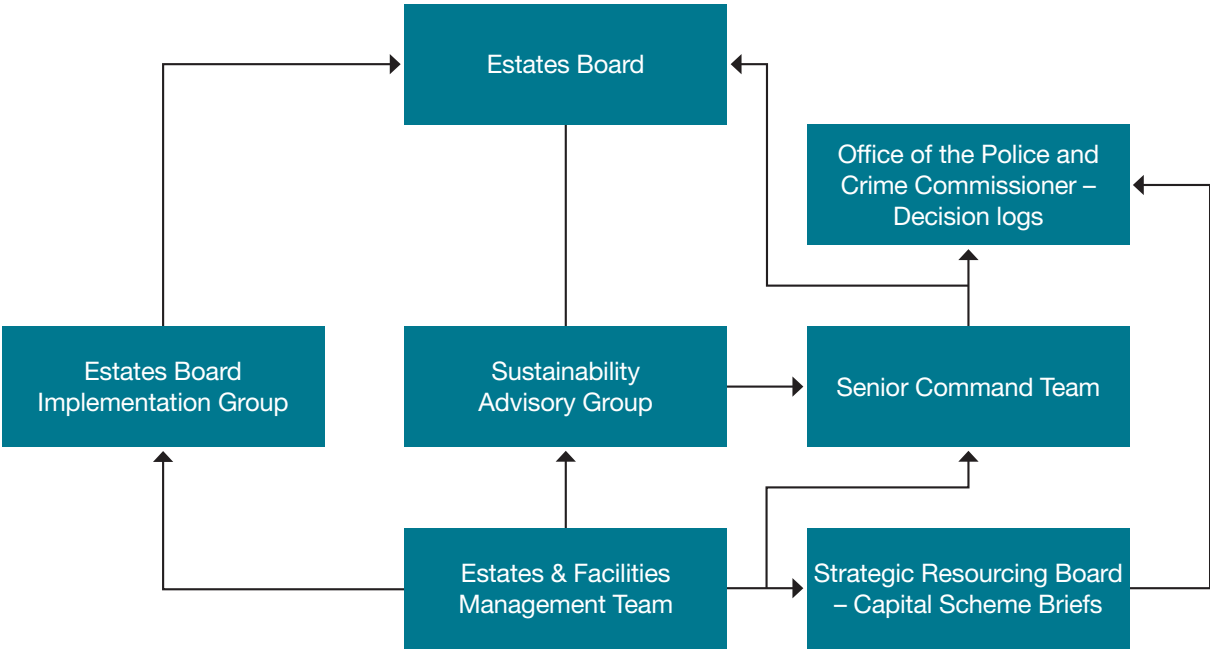
Police Business Managers and the PCC's Chief Finance Officer or their representative.

This Group brings together key individuals with professional knowledge and experience to ensure the PCC is then properly informed at the Estates Board to assist in making the right decisions, for the right reasons at the right time

The Sustainability Advisory Group aims to oversee the development of policies and practices for sustainability, to remove barriers to delivery, makes decisions that support and enable the Sustainability Strategy and feeds information, advice and updates to both the Estates Board and the Senior Command team (SCT).

Delivering this Strategy also requires careful planning, phasing and consultation with both the public and partners.

The Estates Delivery Plan and Roadmap describes the programme of work/sequencing required to realise the Vision and general direction of travel.



Management of the Estate

The Estates and Facilities Management Team, within SYP, manage the estate. The team is comprised of a range of appropriately qualified and experienced professionals, ensuring that assets are maintained and compliant and that necessary changes to the estate are implemented in the most effective and efficient way possible.

To ensure consistency and a fully strategic approach, this Strategy confirms the centralisation of management and decision-making regarding the estate, in order that the Head of Estates and Facilities can comprehensively advise the PCC and SCT on estates matters, so decisions can at all times be made holistically.



Performance criteria

Performance is monitored and reported to the Estates Board.

Investment in the Technology Forge system will provide additional performance information that will enhance decision-making.

The following information on the overall performance of the estate is currently provided:

- Participation in the Chartered Institute of Public Finance and Accountancy (CIPFA) and National Police Estates Group (NPEG) benchmarking exercise each year, providing SYP with both internal performance data and also inter-force comparison statistics. The report provides analysis of the force's 50 largest assets and looks at space usage, expenditure and income, utilities and waste
- Useable space occupied
- Overall expenditure psqm
- Maintenance costs psqm
- Utilities cost psqm
- Compliance completed on time
- Projects delivered in timescale
- Projects delivered within budget

Linkages

This Strategy is a key component of both the PCC's and SYP's Strategic Planning processes.

It is informed by:

- The Chief Constable's Assessment of Policing need (including the Force Management Statement)
- SYP's Force Operating Model
- SYP's Change programme
- SYP's Workforce Strategy and Organisational Development Plan
- SYP's Sustainability Strategy



The Capital Strategy and Capital Programme are also informed by this Strategy.

