

Warwickshire Joint Audit and Standards Committee Report Summary

Meeting Date: 24 January 2024

Subject: Estates Update

Contact details: Tania Coppola

Purpose of the Report:

The purpose is to provide JASC with a high level overview of how estates activity is managed and governed across Warwickshire Police and provide an opportunity to take any questions. There are no specific recommendations.

Executive summary

The following report provides an overview regarding the approach and arrangements of estate management across Warwickshire Police.

It sets out the background to the current function. It discusses the governance arrangements in place and the strategy for this area linked to the Force priorities and key deliverables for the performance year.

It shares the current 5 year estate plan and associated capital budget as part of the medium term financial plan.

Background

There has been a number of changes in the management of Warwickshire estate and its facilities. The estates team in Warwickshire was re-established in 2019/2020 as we moved away from the collaboration with West Mercia. We had estate management arrangements in place through Place Partnership which we also subsequently ended and brought back in-house. In April 2023 we took on the facilities management responsibility for the 2 justice centres, which had previously been outsourced.

As a result of the most recent changes the internal structure within the estates department has adapted and continues to be reviewed to ensure it is fit for purpose.

Estates management has continued to be a challenge throughout the year as a result of resource challenges, increased demand, backlog maintenance with an old estate vs budget and capacity. However, progress has been made and the OPCC and Force continue to work closely together. The OPCC have recruited into a new strategic estates resource which will also assist plus additional governance, as set out below, is in place to keep this critical area under close scrutiny.

Governance

The PCC as owner of the estate ensures suitable governance arrangements are in place to ensure the management of the estate and maintenance of buildings, services and facilities. As part of the review of the Joint Corporate Governance Framework, these arrangements are being formally documented.

Revised governance arrangements as follows were set up in 2023/24 performance year.

Estates features monthly in the Governance and Performance Board where the PCC holds the Chief Constable to account.

Assistant Chief Constable for Local Policing is the Chief Officer lead for Estates.

Director of Enabling Services is the strategic lead for Estates.

In line with our Operational Model, Local Workplace boards across the force take place to address local estates issues either raised through the formal health and safety and estate inspection or from members of the workforce. These are locally chaired by a senior leader. The local Facilities Manager also attends. This structure allows local accountability and joint responsibility for swift location resolution where possible.

The Local workplace boards feed into a quarterly Strategic Infrastructure Board chaired by the Director of Enabling Services which OPCC also attends. This enables for any escalation where necessary and also visibility to local issues.

Monthly meetings also take place between OPCC and Estates leads to track and prioritise planned activity.

Estates management is also a key feature of the Health and Safety governance structure. The Strategic Health and Safety Board is chaired by the Deputy Chief Constable with OPCC representation.

Estates Strategy and delivery

There are 5 original key aims of prioritised activity derived from our Force 2022-2025 “fit for the future strategy” Effective and Efficient strand. Each year we review specific deliverables that sit within, these are as follows:

Estate and location planning: To update the estate in line with policing requirements post transition out of the alliance and into the future

23/24 Execute Leek Wootton master plan in line with available funding for 23/24

23/24 Execute the outcomes of the custody assessment, with constituent elements prioritised and delivered in line with available funding

23/24 Establish a central property and logistics store (and local storage spaces across the estate) to support the new Uniform and Equipment operating model needed as a replacement to DHL from April 24

23/24 Progress a business plan outlining approach to future space allocation across our estate

Agile working: To maximise utilisation of our freehold estate by embracing new technologies and supporting agile working

23/24 Centralise control over fleet via telemetry solution

23/24 Formalise agile working practices, policies and systems across the organisation

Maintenance and modernisation: To improve working conditions and the appearance of the estate, with a particular focus on safety and wellbeing, in line with staff and public expectations

23/24 Completion of outlined and agreed estate maintenance and modernisation programme across our estate for 23/24 in line with agreed budget

Sustainability: To adapt our estate in order to ensure we are fit for a sustainable future

23/24 Introduce fully electric vehicles and associated charging infrastructure pilot

23/24 Establish a joint PCC and WP Sustainability strategy outlining our commitment and targets

Security: To align our physical security provisions to modern information assurance requirements and physical threat profiles

23/24 Commence improvements to the security across our estate based on the security assessment baseline report

Progress against the above activity is now managed through the Strategic Infrastructure board.

Budget

Each Financial year, we have a 5 year business plan aligned to capital spend within the Medium Term Financial Plan, which is agreed with PCC and reviewed each year.

Some of the funding is allocated to projects, however a large part of the spend relates to business as usual maintenance of the estate and is prioritised on a high, medium, low health and safety risk based approach in line with Health and Safety standards.

Please see below at Appendix A the high level 5 year baseline of total funding within estates capital as agreed for 23/24.

Conclusion

The revision to the business plan for the following 5 years is currently being developed and will be jointly agreed between the force and OPCC. We will continue to keep the governance arrangements under review to ensure they are fit for purpose.

With the new Strategic Estates Manager within the Force and senior estates appointment within OPCC, we expect a close working relationship to develop a comprehensive revised estates strategy for the Warwickshire Estate.

	2023 / 24	2024 / 25	2025 / 26	2026 / 27	2027 / 28	TOTAL
Budget as per MTFP	£ 2,670,000.00	£ 2,500,000.00	£ 2,875,000.00	£ 2,500,000.00	£ 2,500,000.00	£ 13,045,000.00
Conditions Surveys works (BAU works)	Priority 1 (V. High risk)	Priority 2 (High risk)	Priority 3 (Medium risk)	Priority 4 (Low risk)	Priority 5 (V. low risk)	TOTAL
Alcester	£ -	£ 27,590.54	£ -	£ 47,536.20	£ 40,249.30	£ 115,376.04
Bedworth	£ 576,544.06	£ 67,199.79	£ 65,753.86	£ 321,744.57	£ 19,451.86	£ 1,050,694.14
Greys Mallory	£ 211,796.05	£ 55,636.27	£ 113,694.30	£ 148,939.66	£ 120,270.62	£ 650,336.90
Rugby	£ 538,126.28	£ 683,427.58	£ 1,075,390.99	£ 63,706.73	£ 450,505.16	£ 2,811,156.74
SRH	£ -	£ 17,831.14	£ 48,706.14	£ 67,889.48	£ -	£ 134,426.76
Stratford	£ 159,792.15	£ 261,101.11	£ 44,285.67	£ 17,535.28	£ 407,967.64	£ 890,681.85
LW - Accommodation Block						£ -
LW Woodcote House	£ 1,315,931.51	£ 887,732.20	£ 1,145,749.63	£ 206,738.00	£ 195,275.03	£ 3,751,426.36
LW - Stables	£ 275,443.33	£ 118,783.72	£ 119,557.54	£ 23,253.96	£ 33,589.70	£ 570,628.25
LW - 60s	£ 311,110.31	£ 98,601.53	£ 268,341.58	£ 131,818.43	£ 142,846.12	£ 952,717.96
LW - Comms	£ 9,522.00	£ 33,485.70	£ 14,690.54	£ -	£ 19,451.86	£ 77,150.10
LW - Training						£ -
LW - Sports Pavillion	£ 226,766.78	£ 61,725.93	£ 46,821.92	£ 1,575.17	£ 78,045.35	£ 414,935.14
LW - Workshop	£ 1,051,817.41	£ 78,482.11	£ 516,516.02	£ 21,443.31	£ 78,215.93	£ 1,746,474.78
LW - N Lodge	£ 175,270.08	£ -	£ -	£ -	£ -	£ 175,270.08
Other BAU (outside scope of condition surveys) TOT	£ 693,000.00	£ -	£ -	£ -	£ -	£ 693,000.00
TOTAL BAU CAPITAL REQUIREMENT	£ 5,545,119.95	£ 2,391,597.62	£ 3,459,508.20	£ 1,052,180.78	£ 1,585,868.56	£ 14,034,275.11
Strategic change projects ROM costs						
LW - Demolition of modular buildings	£ 33,522.50					£ 33,522.50
LW - Demolition of Training Block	£ 316,458.00					£ 316,458.00
LW - Demolition of Accommodation Block	£ 132,825.00					£ 132,825.00
LW - Overflow car park	£ 280,000.00					£ 280,000.00
LW - 60s Block ground floor - OPCC requirements	£ 30,000.00					£ 30,000.00
LW - Comms block and 60's Block alterations (L&D Tra	£ 1,130,000.00					£ 1,130,000.00
LW - Central logistics hub (Uniform and other)	£ 200,000.00					£ 200,000.00
OST Training Requirement	£ 250,000.00					£ 250,000.00
Estates wide - Security Risk Assessment works	£ 400,000.00					£ 400,000.00
Vehicle electrification trial	£ 200,000.00					£ 200,000.00
TOTAL	£ 2,972,805.50	£ -	£ -	£ -	£ -	£ 2,972,805.50
TOTAL BAU & EMPOWER FINANCING	£ 8,517,925.45	£ 2,391,597.62	£ 3,459,508.20	£ 1,052,180.78	£ 1,585,868.56	£ 17,007,080.61