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| Estates Strategy |
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| Annual Report |
| 2023/24 |

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| **1.** | **PURPOSE AND RECOMMENDATION** | |
| 1.1 | The purpose of this report is to provide information for monitoring purposes and OPCC reporting in relation to the Estate Strategy and progress with implementation. | |
| 1.2 | There are no recommendations made requiring a decision. | |
| **2.** | **INTRODUCTION & BACKGROUND** | |
| 2.1  2.2  2.3 | The Estate Strategy provides the mechanism to enable the delivery of policing supported by the estate.  The strategy is under review and is planned to conclude in 2023/24.  This report presents an overview of the projects in 2023/24 in implementation (phase 1) and confirms progress with the business case for phase 2. | |
| **3.** | **ISSUES FOR CONSIDERATION** | |
| 3.1 | Estate Strategy  The Estate Strategy was launched in December 2018 and the review process has engaged stakeholders to ensure it remains fit for purpose in meeting the objectives in light of the review of the police operating model.  In addition, the revised strategy focusses on the requirements of digital and sustainability to ensure that Gwent Police is able to meet its obligations required of the National Police Chief’s Council Digital Strategy and also the requirements of the Future Generations Wellbeing Strategy.  The strategy focusses on the next five-year delivery which encompasses phases 1 and 2 to 2028.  During the last review it was confirmed that the hub and spoke model remains fit for purpose, but as business needs have developed this model is currently to be reviewed and may change once the Estates Strategy is formally written and completed for the next phase of organisation.  In addition, there is to be a full review of the estate carried out to ensure an accurate and informative decision can be made.  With the new Police & Crime commissioner (the Commissioner) now in place, this full review can be carried out and further decisions can be made. it is planned to conclude the review and establish a new strategy by the winter 2024/25. | |
| 3.2 | Implementation | |
| 3.2.1 | Phase 1 – Police Headquarters   * HQ is now fully operational and has been so for over 2 years. We are still working through a large amount of remedial works with the principal contractor. This will continue over the next 2/3 months to allow us to bring HQ up to the required build standards. Larger areas of concern have had to be completed outside of this process due to the adverse effect it has had on staff and teams working in HQ (please see areas below):   + Area 1: Force Control Room. Heating and cooling have not met required performance therefore we have now installed a secondary system to ensure we have full control of heating/cooling.   + We are currently working with BAM to clear down the remaining works around HQ.   + We have completed a PIR (post implementation review) and a post occupancy review on HQ. Based on the data we received we have created extra “Flexible working areas” which can be booked via the booking system. * Turnpike Road site (Old Headquarters site) has been demolished except for the fleet building. This is currently on hold following some planning delays due to the building having bats habitation in the area. There is a plan to commence work towards the end of 2024. * The Fleet Workshops project was to be included in the final Gwent Police Operational Facility (GPOF) solution. There was to be a temporary solution for fleet, but the decision was made to make this a permanent offering and remove the fleet option from the overall GPOF project. We successfully opened the fleet building in November 2023. | |
| 3.2.2 | Phase 1 - Abergavenny Station   * Abergavenny was successfully opened on May 7th. The site was built on time and to budget. This site has achieved BREEAM excellence rating also Wilmott Dixon have received an award for the build of this site. * The public facing facility has remained in place as a joint venture with the local authority at the Market Hall. We do however have a public interview room if required which is in a secure part of the building. | |
| 3.2.3 | Phase 2 – Gwent Police Operational Facility  The GPOF project has been terminated at RIBA Stage 4 as directed via the Estates Strategy Board in their August 2024 meeting. The Commissioner requested we shut down the project due to escalating costs of redesigning the site and the continued uncertainty around planning approval following that redesign. We are currently working with Wilmott Dixon, Pick Everard and MCC to finalise any outstanding costings. We will be carrying out a full review of how and what was the “cause and effect” of the cost increase from RIBA stage 3 to 4.Currently the site is closed, fenced off and we have daily mobile security maintaining the site. | |
| **4.** | **COLLABORATION** | |
| 4.1 | Gwent Police continues to work with partners in the delivery of the estate strategy. We are currently working under a collaborative Memorandum of Understanding with Monmouthshire County Council. This MOU is currently under review as the initial offering has now moved in different directions therefore a full review is required. | |
| 4.2 | The force utilises shared premises with several local partners notably South Wales Fire and Rescue Service (Abertillery), Blaenau Gwent, Caerphilly, Newport, Torfaen, and Monmouthshire Councils. Shared premises with third sector organisations include Bargoed town council. | |
| 4.3 | This approach will be reviewed during 2024/25 to consider utilisation of premises and secure value for money for the public purse. | |
| 4.4 | **Joint Firearms Range**  This project finally broke ground in January 2024. Due to poor weather during the initial start causing excessive flooding within the building footprint this has now caused a 4-week delay. It is now planned that the project will be completed September 2026.  All designs and planning have been approved and accepted and this is a Tri-Force project being headed up by South Wales Police with input via various level boards for all three forces. | |
| 4.5 | **Sustainability**  Electric vehicles (EVs) and charging:  While the Force is keen to bring in further EVs, the electrical infrastructure is not yet fully in place. To continue the rollout and meet the current demand we need further decisions form the National Grid to upgrade our power supply to various sites. This will increase our capacity to supply further charging points.  However installation of charging units is still good with 75% of the estate having some charging points installed. Units that have been installed have been very well received with both force and personal vehicles being regularly charged. We are working on a new policy to allow us to charge all staff fairly for charging personal vehicles through our current EV charging supplier.  Other projects completed by the estates team throughout 2023/24 include:   * Using our asset management tool to monitor and control all LED upgrades to ensure all lighting is working to optimum performance. * Maintain our zero waste to landfill performance whilst working within new government waste stream recycling programmes. * Continue our boiler upgrades around the estate to ensure low carbon and emission units are used. * Installation of Building Management Systems throughout the estate to monitor and control all renewable energy tariffs. * Photo Voltaic (PV) solar panel installations improve building efficiency and performance. Further PV installations will be paused in 2024 to allow analysis of the data that will inform plans for the next 5 years. * Usable and accessible bike racks to promote healthy travel. * Set up of additional tools to help us monitor and identify energy usage throughout the estate to help drive down usage and costs. (Systems Link, PV install monitoring dashboard and Stark reporting system).   There is now a tri-force sustainability board where we can share best practises around the forces. We will be considering the need for a Sustainability Officer within Gwent, similar to those in the other Welsh forces, given the growing importance of sustainability across services. | |
| **5.** | **NEXT STEPS** | |
| 5.1 | The programme for the next five years is informed by the Estate Strategy but remains constantly under review with the Estate department examining service provision, utilisation, cost, compliance with legislation, external influences, and partnership opportunities to inform the implementation plan.  For 2024/25 the following is planned:   * Maintain security of Turnpike Road site and demolition of fleet building whilst installing environmental measures (bat and bird protection schemes). * Continue with construction phase of custody unit at Ystrad Mynach. * Initiate a full review of whole estate to bring together who and what we currently have within the estate. This will be used to inform the Commissioner’s new Estates Strategy. * Continue to monitor and contribute towards the JFU project at Bridgend via Gold, Silver, and bronze level boards. * Maintain the current estate. * Continue to develop and monitor the usage and collection of renewable energy through the data supplied from the PV installations, and manage the asset management of all LED installs. | |
| **6.** | **FINANCIAL CONSIDERATIONS** | |
| 6.1 | The estate strategy is supported by a capital programme of £21.6m (This is inclusive of JFU contribution) that is provided at Annex 1 and shows the out-turn. The capital expenditure is monitored by the Capital Strategy Group | |
| **7.** | **GOVERNANCE** | |
| 7.1 | The governance of the estate is provided by the Estate Strategy Board, chaired by the Commissioner.  Proposals are considered by value for money that takes account operational need, quality, and cost. | |
| **8.** | **PERSONNEL CONSIDERATIONS** | |
| 8.1 | There are no personnel considerations arising from this report. | |
| **9.** | **LEGAL IMPLICATIONS** | |
| 9.1 | There are no legal considerations arising from this report. | |
| **10.** | **EQUALITIES & HUMAN RIGHTS CONSIDERATIONS** | |
| 10.1 | This report has been considered against the general duty to promote equality, as stipulated under the Joint Strategic Equality Plan and has been assessed not to discriminate against any group. | |
| 10.2  10.3 | In preparing this report, consideration has been given to requirements of the Articles contained in the European Convention on Human Rights and the Human Rights Act 1998.  All Estate matters are considered in this context. | |
| **11.** | **RISK** | |
| 11.1 | Risks are managed through the individual estate programme and reported through the force governance structures. | |
| **12.** | **PUBLIC INTEREST** | |
| 12.1 | In producing this report, has consideration been given to ‘public confidence’? **Yes** | |
| 12.2 | Are the contents of this report, observations, and appendices necessary and suitable for the public domain? **Yes** | |
| 12.3 | If you consider this report to be exempt from the public domain, please state the reasons: **not applicable** | |
| 12.4 | Media, Stakeholder and Community Impacts: **None** | |
| **13.** | **REPORT AUTHOR** | |
| 13.1 | Shaun Connolly – Head of Estates | |
| **14.** | **LEAD CHIEF OFFICER** | |
| 14.1 | Matthew Coe; Chief Finance Officer (CC) | |
| **15.** | **ANNEXES** | |
| 15.1 | Annex 1 – Capital Programme | |
| **16.** | **CHIEF OFFICER APPROVAL** | |
| 16.1 | This report has been presented to the following board:  **Scrutiny Executive Board**  Meeting chaired by: **DCC Brain**  Meeting date: **05.11.24**  Actions and amendments arising from meeting:  **Nothing by exception**  I confirm this report has been discussed and approved at a formal Chief Officers’ meeting.  Meeting chaired by: CC Hobrough  Meeting date: 14.11.24  Actions and amendments arising from meeting:  Nothing by exception  I confirm this report is suitable for the public domain. | |
| **Signature:** | | **Date: 15/11/2024** |