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| Estates Strategy |
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| Annual Report |
| 2022 / 23 |

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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 2022/23 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.  The review confirmed that the hub and spoke model remains fit for purpose and that the basis of the operational policing hubs being aligned to local authority boundaries was appropriate.  In addition, the phasing and timescales of the implementation plan is under review.  Engagement with the Police and Crime Panel has been positive, and it is planned to conclude the revised strategy in the Autumn 2023. | |
| 3.2 | Implementation | |
| 3.2.1 | Phase 1 – New Headquarters   * The new headquarters is now fully operational following the transfer of staff across three stages:   + Stage 1: Non-operational teams completed by the end of March 2022.   + Stage 2: Operational teams completed by the end of June 2022.   + Stage 3: Migration of the Force Control Room completed end of November 2022. * A survey was opened to officers and staff for period of three weeks to capture feedback on the project and building. 198 responses were received, and the themes were discussed during the programme board in March 2023 and informed the (draft) post occupancy evaluation report. * The final programme board was held on the 16th of May 2023. Formal closure of the project will take place during the summer of 2023 once the post occupancy evaluation report is reviewed by the Estates Implementation Group and published. * The old headquarters is scheduled to be demolished during the autumn of 2023 and spring 2024. | |
| 3.2.2 | Phase 1 - Abergavenny Hub & Spoke   * The Commissioner approved a revised business case in November 2020 for the new Abergavenny Police Station, following the conclusion that the planned joint facility at the Abergavenny Fire Station would not meet the operational need of both organisations. * Since that time, the Project Managers and Contractors have been appointed and the planning application was approved on the 5th of July 2022. * The public facing facility (referred in the strategy as the spoke) will remain as a joint venture with the local authority at the Market Hall during and post project completion. * The technical design (RIBA 4) was concluded on the 4th August 2022 and construction commenced April 2023. The project is expected to complete during June 2024. | |
| 3.2.3 | Phase 2 – Gwent Police Operational Facility  The Strategic Outline Case was approved by the Commissioner in November 2020 which has enabled the Project Board to procure the Project Managers and the Design and Build Contractors.  The Gwent Police Operational Facility will provide the following services:   * Custody * Operational Training * Torfaen Policing Team * Fleet Workshops   The final design prepared for planning consideration will be completed in Autumn 2023 and the Outline Business Case presented. Subject to affordability, the Commissioner will determine the construction programme. The current draft programme indicates construction between 2025 – 2028. | |
| **4.** | **COLLABORATION** | |
| 4.1 | Gwent Police continues to work with partners in the delivery of the estate strategy. | |
| 4.2 | The force utilises shared premises with a number of local partners notably South Wales Fire and Rescue Service, Blaenau Gwent, Caerphilly, Newport, Torfaen and Monmouthshire Councils. Shared premises with third sector organisations include Cwm, Bargoed, Llanhilleth Community Centre and Bron Afon Housing Association. | |
| 4.3 | This approach will be reviewed during 2023/24 to consider utilisation of premises and secure value for money for the public purse. | |
| 4.4 | **Joint Firearms Range**  To replace the current firearms range in Bridgend, the Project Board approved the location for the new joint unit that will service the Gwent, South Wales and Dyfed Powys forces.  The design is at planning stage and the governance boards are operating to ensure clarity of decision making across the three Southern Wales forces. Representation at the governance boards includes both force and Commissioner teams. | |
| 4.5 | **Sustainability**  Electric vehicles and charging:  The force has a five-year vehicle procurement plan which includes the target of having 107 electric vehicles in place across the force by 2026. Vehicles will be purchased to coincide with the end-of-life cycle for combustion engine vehicles. By the end of March 2023 there were 19 electric vehicles in operation and a further 26 electric vehicles are planned for 2023/24.  Installation of charging units is aligned to the vehicle purchasing plan and 24 charging units have already been installed into the new headquarters and ground works have completed at Newport Central and Blackwood. Installations commenced in April 2023 for 46 electric vehicle chargers across the estate and work will complete during the autumn of 2023.  Other projects completed by the estates team throughout 2022/23 include:   * Upgrade of estate lighting to LED to reduce carbon emissions and provide cost efficiencies. * Zero waste to landfill. * Scoping net zero carbon solutions for boiler upgrades. * Installation of smart automatic meter readers for gas and electric with a renewable energy tariff, solar film to improve building efficiency and bike racks to promote health travel. * Installation of roof mounted solar panels at Brynmawr.   Further work with partners is being explored to look for opportunities to share best practice. | |
| **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 2023/24 the following is planned:   * Implement the plans for the de-commissioning of old headquarters. * Oversee the construction of the Abergavenny Police Station. * Finalise design work for the Gwent Police Operational Facility. * Finalise design work for the Joint Firearm Range. * Maintain the current estate. * Activate the electric vehicle chargers. | |
| **6.** | **FINANCIAL CONSIDERATIONS** | |
| 6.1 | The estate strategy is supported by a capital programme of £13.7m 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 in light of 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 particular 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 | Kieran McHugh – Head of Estates | |
| **14.** | **LEAD CHIEF OFFICER** | |
| 14.1 | Nigel Stephens; Assistant Chief Officer – Resources | |
| **15.** | **ANNEXES** | |
| 15.1 | Annex 1 – Capital Programme | |
| **16.** | **CHIEF OFFICER APPROVAL** | |
| 16.1 | I confirm thisreport has been discussed and approved at a formal Chief Officers’ meeting.  I confirm this report is suitable for the public domain. | |
| **Signature:** Electronic signature | | **Date: 03/08/2023** |