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HEDDLU A THROSEDDU
DYFED-POWYS
POLICE AND CRIME
COMMISSIONER



Estates Strategy 2020-2030

Version 1 November 2020

Safeguarding our
Communities Together

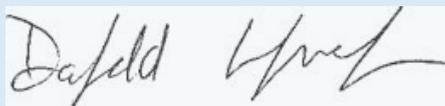
Foreword

The Dyfed-Powys Police Estates Strategy describes our vision and ambition for the police estate for the next 10 years. It reflects on our commitment to provide an effective and efficient estate that supports the work of the force across Dyfed-Powys at a local and county wide level, and helps keep our communities safe.

The very nature of policing - the changing demands of crime, the evolving investigative and scientific opportunities to help victims, and indeed the changing types of crime being experienced by communities, means that policing must always be proactive and responsive for the communities it serves.

2020 and the COVID-19 pandemic have highlighted that the police estate can never be a fixed asset, and it must be fit for the purpose of policing both today and in the future. What we require from our estate is changing and an emphasis on Smarter-working and increased use of technology has reduced our need for physical space.

This Strategy aims to provide clear direction around the future strategic and operational requirements for Dyfed-Powys Police. As outlined in the Police and Crime Plan 2017-2021, the aim is “to provide a cost effective and operationally relevant estate that supports and complements the service we provide to the community.” I have been, and am committed to, modernising the estate during my time as Commissioner, and I look forward to working with the Chief Constable to explore innovative ideas that support both the operational needs of the Force and the needs of our communities.



Dafydd Llywelyn
Police and Crime Commissioner



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OUR STRATEGY

1

THE CORE PRINCIPLES

The vision for the estate is to:

- Create an efficient, fit-for-purpose and sustainable estate that delivers value for money and facilitates flexible working, in line with the Police and Crime Plan.
- Deliver an estate which provides an appropriate level of security for officers and staff.
- Provide an accessible service which enables multi-agency working and promotes visible policing.

The main focus will be:

- Investment in the portfolio, as required, to bring the buildings back in line with full operational effectiveness.
- Sale of vacant and redundant properties.
- Acquisition of land and construction of the Carmarthenshire Custody Suite.
- Consolidation and collaboration with Local Service Board members and partners.
- Delivering a review of the Brecon facility.
- Agreement on the future of buildings which might require major investment/replacement, in order to continue servicing the needs of the community.

Guiding Principles/Criteria to Define Future of Properties

All our intended investments and decisions are based on the following criteria which align with the Police and Crime Plan objectives:

- Location: Operationally Fit-for-purpose.
- Public Facing Status: Customer Facing.
- Overall Condition of Property and Financial Burden.

Risk-based Assessment Criteria for prioritisation of Capital Project Works are applied as follows:

- Risk to operational effectiveness (to include Smarter-working).
- Risk to not meeting a legislative or statutory requirement, including ISO accreditation.
- Risk to building fabric/system which increases cost, with long term implications.
- Risk to public confidence in the Force & its Commissioner (including partnership arrangements).

- Risk to Health & Safety.
- Risk to the Security of the Site.

This Estates Strategy will be revisited following the Police and Crime Commissioner Elections in May 2021, and the resulting publication of a new Police and Crime Plan.

All aspects of Capital spend are managed in line with the assessment criteria above, and their alignment in supporting the Smarter-working principles of the organisation.

THE CORE PRINCIPLES

- To support our commitment to communities to strengthen local policing and increase visibility and accountability as we make changes to our estate.
- To continue to collaborate with emergency services and other partners, to enhance our ability to achieve service benefits, and stretch our property performance targets for the efficiency of the estate.
- To be progressive in our application of Smarter-working practices, to maximise operational effectiveness and efficiency. We will build on significant recent learning to implement Smarter-working, in its many forms, across all our services, whether delivered by police officers or staff.
- To provide accommodation that responds to the demands of modern policing, embracing the digital and cultural enablers that allow us to reduce our physical footprint.
- To drive improvements to the economy, efficiency, effectiveness and sustainability of our estate, releasing much needed financial resources for re-investment in the priorities of our police service.



HOW WE WILL DELIVER

We will do this by:

- Keeping a flexible approach to our portfolio. Our operational bases will change to reflect policing need, and we will explore opportunities for sharing and collaborating with partners in the locations where we need to be. We will own properties where it makes sense and will look to share with partners where we can. The services provided will of course vary from site to site, depending on the location and the police units working from the accommodation.

- Using a risk-based assessment on each capital project to determine its urgency and validate the need for spend.

- Assessing the operational suitability and relevance of each property, aligned with its condition and customer facing need, to determine the property's future and whether investment is required.

- Addressing high priority operational issues caused by the poor condition of the estate, and the associated deteriorating resilience of the estate.

- Implementing Smarter-working across the estate which supports our changing ways of working, delivering efficiencies of the estate, striving to achieve reductions in running cost and better use of space.



- Continuing to implement a robust approach to the analysis of the priorities, costs and benefits of our investments, ensuring that any opportunities to 'invest to save' are fully explored. This will be delivered through the governance of our investment programmes.

- Incorporating energy reduction technologies in line with the Carbon Management Plan, and continuing with investments to improve health and safety, security, equality and diversity.

STRATEGIC MANAGEMENT OF OUR ESTATE

2

Dyfed-Powys Police has a portfolio of Force-wide change programmes that will directly and indirectly affect the feasibility and implementation of changes to the estate.

Specific programmes affecting the timing and potential cost savings during implementation of the Estates Strategy, include the following:

- Digital Enablement – mobile working.
- COVID-19 recovery – resourcing, flexibility and Smarter-working practices.
- Collaboration and Change – the viability of sharing assets with partners.

The overall objective of the Estates Strategy is to ensure that the infrastructure provided across the Dyfed-Powys Police Estate fully supports the mission of Safeguarding our Communities Together.

In alignment with the above principles, the Estates Strategy is built on a foundation of:

- Good Asset Management.
- Condition Management.
- Risk-based Assessment.

Aligned with Force operational policies, our Strategy will be governed to deliver against our Police and Crime Plan.



WHAT HAVE WE DONE

The estate was tired and in need of significant investment. This was acknowledged, and formally addressed through the allocation of funding and the appointment of the Estates Project Team, led by the Director of Estates. The process commenced in 2015 with a full condition survey of the whole portfolio. All improvements identified have subsequently been reviewed, resulting in the following scope of works:

- Sites requiring significant investment were reviewed further, and alternative option sites have either been identified or are being identified.
- Numerous projects have been completed, both regional and territory works were completed by the end of 2019.
- Redundant properties have been vacated and disposed of, and the scoping of feasibility studies for major investment projects in Carmarthenshire and Brecon continues.
- The mid-term financial plan for capital and revenue spend has been drafted and is being reviewed, aligned with the risk-based assessment for prioritisation.
- We continue to prioritise our investments to complement the efficiency and effectiveness of our policing service.



- Creation of a Smarter-working environment for our staff, to assist operational effectiveness.
- Addressing urgent health and safety issues.
- Addressing the security of the estate.
- Replacing failing building components to improve the resilience, cost efficiency and energy performance of our buildings.
- Improving the current estate where it fails to meet the current minimum legislative and policy standards.
- Estate rationalisation through better utilisation of space.

Sites are categorised under three headings:

Overall Condition A - GOOD, B - SATISFACTORY, C - POOR, D - VERY POOR.

Operational Requirement A - FULLY MEETS THE OPERATIONAL NEEDS, B - PARTIALLY MEETS THE NEEDS AND REQUIRES MINOR MODIFICATIONS, C - REQUIRES MODERATE INVESTMENT TO ANSWER OPERATIONAL REQUIREMENT, D - DOES NOT MEET NEEDS, DISPOSAL REQUIRED.

Public Accessibility A - STAFFED BY PUBLIC ENQUIRY OFFICER, B - OCCUPIED BUT NO FULL TIME FRONT DESK, C - REMOTELY COVERED, D - BACK OFFICE (NO PUBLIC ACCESS)

WHAT HAVE WE DONE

Numerous projects are currently underway to improve the portfolio, with updates presented monthly in the Strategic Estates Group (SEG)/ Operational Estates Group (OEG), and are detailed as follows:

- Custody/Evidence Recovery.
- Pembrey Dogs Section.
- Headquarters portfolio works relating to:
 - The upgrades of utility provisions.
 - Cooling infrastructure.
 - Training facilities.
 - Work supporting moves and Smarter-working.

It is important to relay that the significance of the Smarter-working principle has allowed the Headquarters' campus particularly, to adapt and accommodate a far wider array of operationally critical activities, whilst allowing staff to work effectively through a variety of working locations and principles. Aligned to industry best practice principles, the Smarter-working model benefits are already being identified across the wider estate and operations. These will continue ensuring that alternative uses for accommodation result, which will provide a robust platform for other accommodation uses and opportunities to be identified in the future.

In addition to the above, the following key projects and strategic aims are currently being progressed. These will provide further clarity on next steps and allocation of investment and funds.

- Brecon Future.
- Smarter-working.
- Carmarthenshire Custody Suite and Llanelli Police Station new-build, design and land acquisition.
- Capital Plan Works including:
 1. HQ - Low Voltage Power Project.
 2. ISO Accreditation of Custody/SSU.
 3. HQ - A/C FCC Comms Room.
 4. HQ – FCC CCTV.
 5. Fire Remedial Works.
 6. Custody Enhancements.



WHERE ARE WE NOW?

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The future of Operational Policing has a direct impact on our estates-wide strategies. An assessment by the Force, of what 2030 policing may look like, and a review of the Medium Term Financial Plan and Estates Capital Plan, are all underway.

Vacation of surplus properties continues. The following locations have already been vacated and future sale, or alternative uses, are being reviewed: St. David's Garage Building, former Knighton Police Station, and former Kidwelly Police Station.

Unregistered Properties

There has been a concerted effort to ensure that all our properties are registered with Land Registry. Historical issues with a lack of deeds and other relevant documents to identify our ownership, has made this a time-consuming task. All outstanding applications are now lodged with Land Registry. We currently await formal closure from Land Registry on Pencraig Mast site and Llanfyllin Police Station, with minor clarifications on land areas relating to HQ land ownership.

Estate Maintenance and Support Services

The estates maintenance service provision transferred to the OPCC in April 2017. Renewed focus and improvement programmes/procurement initiatives have been defined, and further improvements will be applied in the coming period. This will ensure that the maintenance regime aligns with investment programmes, ensuring that we maximise the lifecycle return of the fabric and technology installed. The contract for the provision of Mechanical, Electrical, Cleaning and Waste services was awarded to CBRE under a 3 year, plus 1 year, plus 1 year contract term in 2019. The contract is performance and improvement driven, aligned to agreed Key Performance Indicators, which complement this document. This provides a fit-for-purpose service model, which delivers comfortable and well-maintained environments for our officers and staff, measured through service levels and key performance indicators.

The Estates Team send a representative to each National Police Estates Group (NPEG) meeting, ensuring that best practice and information sharing is achieved. Full involvement in the annual CIPFA benchmarking activity will result in validation on the efficiency of the operation, and from this required improvements will be applied.





SUSTAINABILITY - Environmental Performance and Renewable Energy

Aligned to the current improvement programme, there is a focused intention to deliver enhancements, where possible, to the Environmental Performance of each building, and apply economic and sustainable renewable energy solutions. We have, and continue to work with, the Carbon Trust/Pick Everard and CBRE to identify the most appropriate initiatives and technologies which may improve the portfolio's performance.

Further detailed work at HQ and main territory buildings is currently underway to identify LED lamp replacements, building controls, building fabric enhancements, along with Photovoltaic/Wind driven electricity-generating opportunities. The aim of this is to reduce our revenue burden on utilities, which equates to 24% of the current revenue budget. This work is of high priority, and as such must be delivered in the shortest possible timeframes.

INCOME GENERATION – Tower and Mast Sites

We currently have responsibility for 12 Tower sites across the Force region, 9 of which we own and a further 3 which we rent. The majority of these sites are remote in location and difficult to access. We are currently collating the final data to allow a full financial and condition-based review to be presented. The outcome will provide clarity on the following:

- Investment required by each site (Support Building, Tower base and structure).
- Forecast income received by each site (external advice to be sought).
- DPP Utilisation or future demand.
- Viability of each Tower over next ten years.
- Recommendations on disposals or lease breaks/ finalisation.



INCOME GENERATION – Lease Management

The following tenants occupy space across the portfolio which supports collaborative relationships and effective use of public funds. This income directly offsets the annual cost of running the Estate.

- Brecon Beacons National Park Authority
- Probation Service
- Just Mammals
- Calan
- The Duke of Edinburgh's Award
- Welsh Ambulance Service Trust
- 10 acre field adjacent to HQ, currently being rented to a local farmer for grazing.

OUR FUTURE DIRECTION

4

Regional/Collaborative/ Partnership Working

At all stages of the works, from inception to completion, opportunities to collaborate are always considered. Numerous projects are currently under review and will be supported by this plan, working with other Blue Light agencies and local authority bodies. Ops Protect, Joint Firearms Unit (JFU) and Go Safe projects continue, and are supported as required. There is a need to provide new, robust, fit-for-purpose training and tactical facilities for the JFU collaboration, due to the existing facilities being at the end of useful life. This project is currently at an early land acquisition and design stage and is led by South Wales Police, working alongside ourselves and Gwent Police. This will require substantial funds to ensure a significant long-term facility exists, supporting operations across Mid and South Wales.

Collaboration Opportunities

Aligned with the operational review of future policing, the Estates Team continually review and assess opportunities to share or co-locate the estate with other local service board members. The following opportunities are currently in discussion:

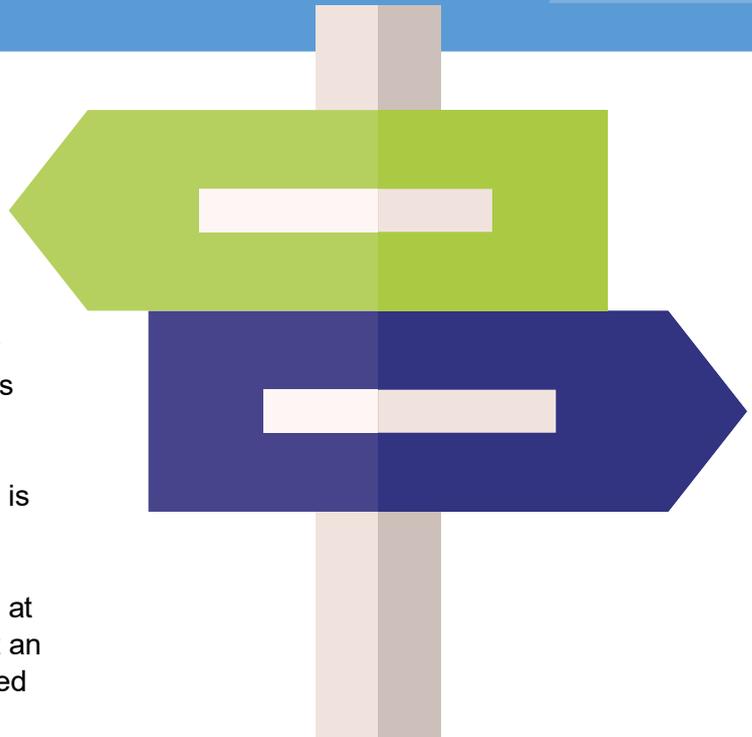
Cross Hands Health & Wellbeing Centre.

Machynlleth – Fire Station Collaboration

Further opportunities are at early stage discussions. We will continue to develop our network of potential partners, and secure future co-location efficiencies in particular with:

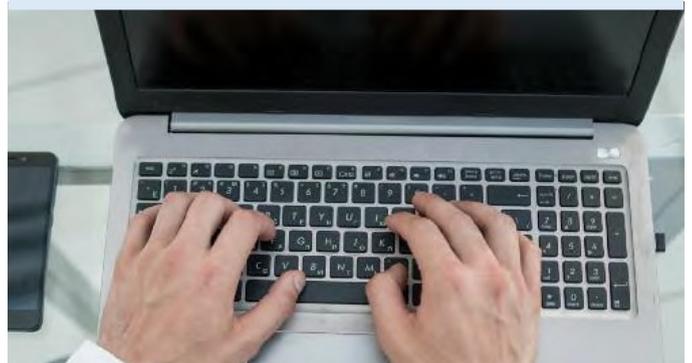
- Local authorities
- Health services
- Other emergency and criminal justice agencies
- Multi-agency hubs

We will not restrict ourselves to these partners, but will seek to maximise our property portfolio and the opportunities presented by any organisation that has compatible objectives.



Smarter-working

The Estates Team will fully support and drive improvements in the efficiency of the estate through such project and cultural change models. We fully support this initiative and will provide resources to assist with its mobilisation and ongoing management. Dedicated resources and governance have been allocated to this initiative, which is having a significant change in the way staff see the organisation functioning in the future. HQ is becoming a training and gathering/social venue of the future, rather than a main office facility for all who may be expected to be present in person on a typical working day.





Miscellaneous Implications: Consideration of Equality and Diversity, Crime and Disorder Act, Children and Young People, Human Rights, Environmental and National Park, Biodiversity and Sustainability Issues.

Equality and Diversity, and wider Corporate Social Responsibility input, forms part of this group's responsibility aligned to the estate, where direct feedback from our governance and Operational Estates Group is fed into the Strategic Estates Group for design inclusion/consideration.

All of the above elements, where relevant, are captured and reviewed as part of any project programme of works.

Gender neutral facilities are to be introduced to all sites across the estates portfolio where viable, and are to be explicitly labelled as such. Specific consideration is to be given to the introduction of gender neutral facilities as part of the planned Force-wide renovations.

All buildings which undergo significant development, or which are built or acquired by the Police and Crime Commissioner in the future, must make gender neutral facilities available.

All buildings which are not due to be developed or sold by the Police and Crime Commissioner are to be reviewed, with the intention to re-label facilities as being gender neutral where feasible. For example, standalone toilets where there is no urinal present. Each building is to be assessed on an individual basis.

GOVERNANCE AND FINANCE TO SUPPORT THE STRATEGY

5

The Police and Crime Commissioner and Chief Constable have comprehensive governance arrangements and structures in place. The Joint Corporate Governance Framework and supporting Scheme of Governance sets out the parameters within which the two organisations will govern and conduct their business, to ensure that business is carried out efficiently and decisions are open, transparent and not unnecessarily delayed.

The following groups are in place to underpin decision making and strategic direction relating to all estates-related matters:

The Strategic Estates Group (SEG) meets bi-monthly, aligned with SEG needs, and consists of key stakeholders across the Force and OPCC, as per the Terms of Reference. The SEG is chaired by the Assistant Chief Constable.

The Operational Estates Group (OEG) meets bi-monthly, and consists of various senior department members across the Force and OPCC, as per the Terms of Reference, and is chaired by the Detective Chief Superintendent.

Project-related decisions are assessed from a risk-based priority matrix, focussing on Value for Money, and are then recommended for onward SEG approval, as noted in the meeting. Estates Performance is reviewed via the Monthly Report, which provides a clear forum for discussing priorities and long-term aims, aligned to the Estates Strategy.

In addition, major projects are managed through separate Groups, such as the Strategic Capital Build Projects Group (SCBPG), where the same governance and decision-tracking process is applied.

Decisions which require further approval are taken from the SEG, OEG and SCBPG to the Policing Board for the Chief Constable and Police and Crime Commissioner to review. Updates or requests for guidance are also directed to the Finance, Efficiency and Futures Board where appropriate.

Risk-based operational assessment will be carried out on all our investments from now onwards.



To support delivery there are a range of implementation plans in place. We will:

- Set targets and allocate owners to monitor progress on these commitments. These will be reported through governance arrangements.
- Have a strong commitment to improving data collection, systems and management. Through demand analysis and improved data management systems, we will be able to determine future need against this Strategy.
- Continue to evaluate all programmes and projects to ensure benefits are being realised, and lessons are fed back into new programmes.

Progress against this Strategy will be kept under review and monitored through the governance structure.

This Estates Strategy will be revisited following the Police and Crime Commissioner Elections in May 2021, and the resulting publication of a new Police and Crime Plan.





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